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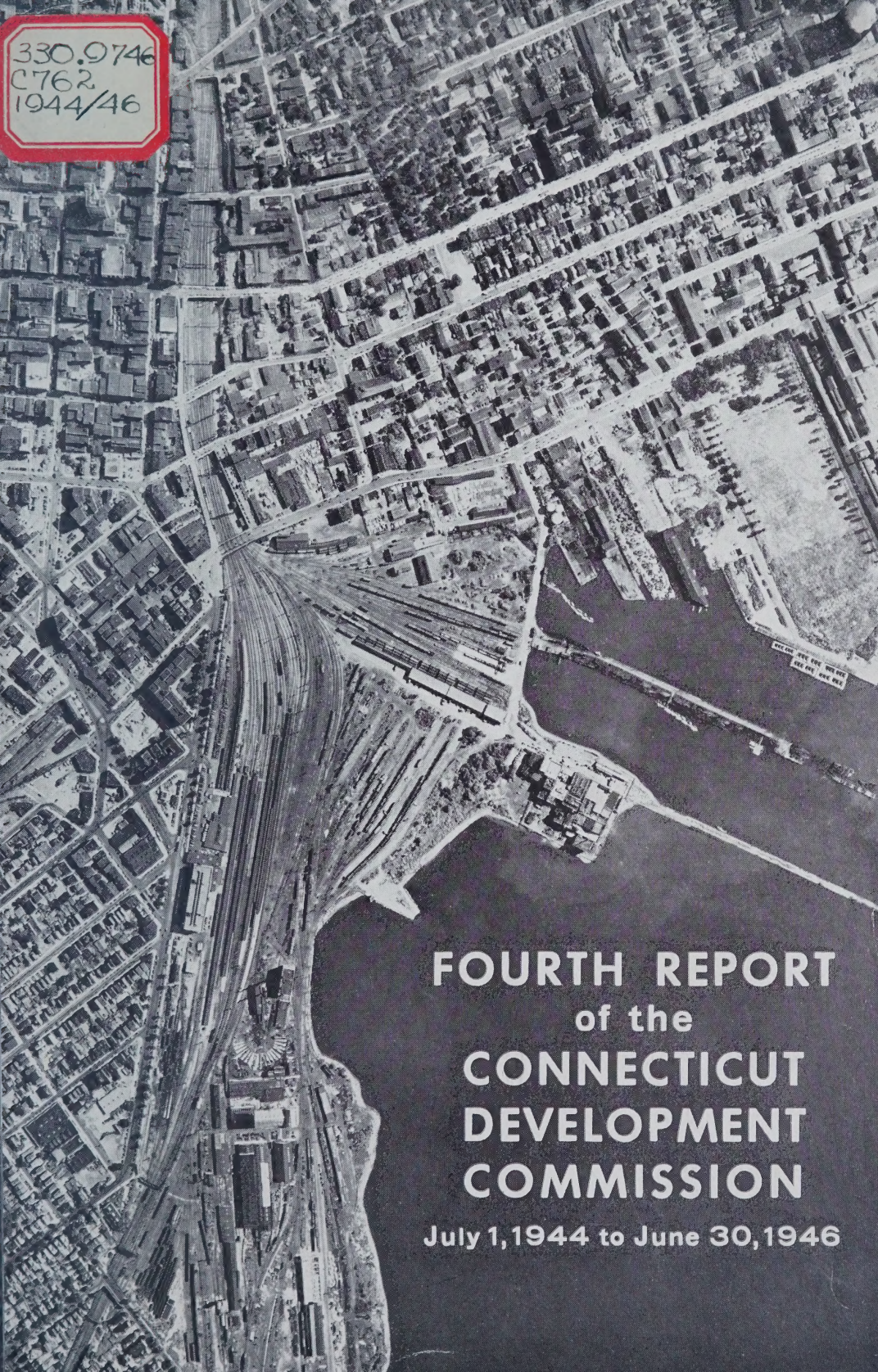

FOURTH REPORT
of the
CONNECTICUT DEVELOPMENT COMMISSION

July 1, 1944 to June 30, 1946

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CONNECTICUT DEVELOPMENT COMMISSION

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Printed under authority of Section 142,
General Statutes of Connecticut, Revision of 1930.

RAYMOND S. THATCHER,
State Comptroller.

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1949/46

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Foreword

The Development Commission's duties, as set forth by the law which created it, include the development of " . . . industry, business, commerce, agriculture, recreational and residential facilities . . . .", and the Commission's functions include study, research, investigation, planning, promotion, and the dissemination of information regarding these phases of the State's economy. The Commission is, in short, the economic development agency of the State and is concerned with the need to increase the commerce which brings new wealth into the State, creates employment, and raises the living standards of Connecticut people.

The last previous Biennial Report of the Development Commission for the period which ended June 30, 1944, covered the period during which Connecticut moved from a peacetime to a wartime economy and described the way in which the Commission adapted its work to the needs of wartime. The period of this report—July 1, 1944 to June 30, 1946—begins at the very peak of the Nation's struggle and carries on into the first year of the post-war period. Since the nature of the Development Commission's work makes it imperative that events and conditions be anticipated, the story of the Commission's activities during the biennium just ended is largely a story of preparation for the transition from a wartime to a peacetime economy and of the Commission's activities during the first transition year.

Connecticut's principal source of commerce and trade, of employment and economic prosperity, is in the production of manufactured goods. When Connecticut manufacturing industry is prosperous and factories are filled, all aspects of the State's economy prosper. For these reasons, the Connecticut Development Commission, while it has not neglected any aspect of the inter-state commerce which brings new wealth to Connecticut families and communities, has emphasized the industrial development aspect of its work. Among its objectives in times of depression or prosperity, in times of war or peace, that of keeping factory buildings filled and factory workers employed has been given principal attention.

It is the view of the Connecticut Development Commission that the best protection which the people of this State have against economic depression and unemployment is the establishment and maintenance of well diversified industry throughout the State. Not only does such a diversity and geographical spread of industry insure against sudden drops in payrolls, but it also insures stable operating revenues for local government in the communities and for the State as a whole. The Development Commission is indirectly a revenue-producing agency, bringing into the State industrial plants which become the source of new tax funds for maintaining

community services, and for continuing all the services which the State Government provides for the citizens of the State.

During the immediate post-war period covered by this report, the sudden termination of war contracts did not bring about an immediate wave of unemployment, as had been anticipated in some quarters. The factories of the State had not mushroomed during the war, and reconversion to normal production was relatively swift and painless. Since few new plants had been built for war production, the State was not faced by an acute problem of vacant factories and unemployed workers to the extent that had been the case following World War I. Nevertheless, the Development Commission did not relax its efforts to present the advantages of Connecticut as an industrial location. Its functions as a stabilizing factor in the State's economy required that it take a long-range view, that it look forward to other years and to changed economic conditions, rather than relaxing its efforts at a time when the State is relatively prosperous.

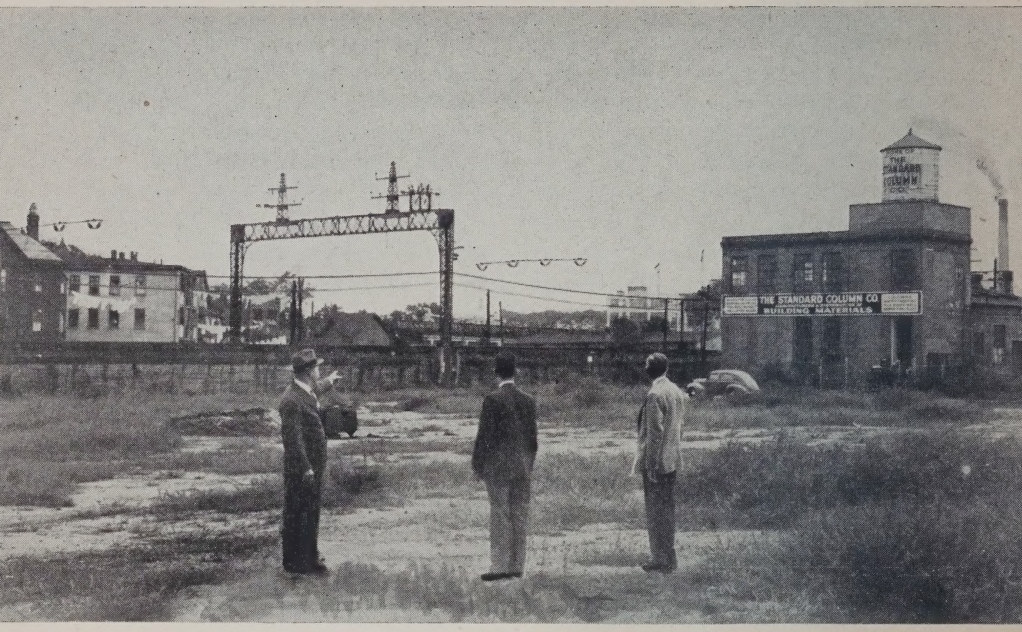
The Connecticut Development Commission believes that the problem of keeping the factory buildings of the State filled, and of keeping the workers of the State employed, is similar to that of keeping an army supplied. In order to avoid disaster, it is necessary to have surplus. Even at a time when new factories cannot be built, and when existing factories are largely in active use, the Commission looks to the future and continues to tell Connecticut's story to those who influence the location of the Nation's industries. The state or community which is satisfied with its present level of industrial employment not only finds that it is no longer going forward, but that it is actually slipping back. At a time when competition between states and regions for the location of industries is keener than it has ever been, there is no standing still.

In addition to bringing new industries to the State as a means of creating new wealth, the Commission works to broaden the demand for the products of Connecticut workmen by aiding in the development of new markets for existing industries, particularly in the export field where the possibilities for expansion are the greatest.

In all aspects of the Commission's work during the biennium covered by this report, the flexibility of operation provided for by the act which created the Commission proved valuable in meeting the rapidly changing circumstances which affected the commerce and industry of the State. The members of the Commission itself, with their varied business connections, offered invaluable advice to the staff in shifting the direction and emphasis of the promotional and development work to meet the needs of a time of transition.

The pages which follow indicate some of the changes which took place and the methods used by the Commission to maintain and improve the business, industrial, and commercial status of Connecticut in the highly competitive post-war situation of the states.

Plant Relocation



Under present conditions of industrial location, emphasis is placed upon the finding of potential industrial sites upon which new plants can be built. Representatives of the Commission's Industrial Division are shown above inspecting a potential site.

The experience of the Development Commission in industrial development work in Connecticut has indicated clearly that publicity and promotion alone will not produce new factories. It is necessary to have a staff of men familiar with the problems of industry who can supply facts about the State and its communities required by industry. It is also vitally necessary to have a thorough knowledge of vacant industrial plants and of plots of ground which may be developed for industrial use.

The Industrial Division has handled, in the past two years, hundreds of inquiries about industrial space. Our replies have contained full information as to location, area, type of building, facilities, and other data necessary to indicate whether the property would meet the requirements of the firm inquiring.

During the early years of the war, the Commission staff met in various sections of the State with local real estate brokers, town officers, architects, railroad officials, and others interesetd in industrial development. As a result of these meetings, definite information was gathered relative to hundreds of potential industrial sites in all parts of the State.

In this period of a shortage in usable industrial space, the Commission has recommended to well-rated concerns the building of new plants on sites concerning which full information is available. This program has been successful. Many concerns have already acquired sites in Connecticut. As soon as Federal restrictions are lifted and building materials become available, Connecticut will have not only new plants and new payrolls but a wider distribution of the tax burden of town and State.

A chemical and pharmaceutical concern which moved recently to an eastern Connecticut city offers a specific example of the new income and new wealth brought to a community by a new industry. This concern will employ ultimately 1500 to 2000 persons, will buy vast quantities of water for processing from the town and will increase commerce throughout the region. At its previous location outside the State, this firm earned more than $6,000,000 in net profits in six months. The State as a whole gains materially through corporate taxes in an operation of this kind.

The Commission has attempted, wherever possible, to diversify as well as to increase in amount the industry upon which Connecticut communities depend for their prosperity. In eastern Connecticut, for example, textile industries have predominated for many years. Efforts of the Commission have helped to attract other types of industries to this region, and conditions adverse to the textile trades would no longer have as serious an effect upon the total economy of the region as was once the case. Still greater diversification will result as other types of industry are attracted to eastern Connecticut.

Another community in the western part of the State benefited not only in increased business, but also through greater diversity in its manufacturing, with a consequent gain in economic stability. Known principally for a single type of manufactured product, for which it was world-famous, this community has added, with material aid from the Development Commission, a number of new industries making a variety of products in the machine, metal and textile fields. The economy of this industrial city will not be so completely affected should its one dominant industry be depressed. By gaining in diversity, it has gained in stability.

The Commission presents various types of data developed by its own Research and Planning Division to answer any question a prospect may ask in regard to taxes, labor supply, labor skills, freight rates, and other factors. For example, the Research and Planning Division has prepared simplified tables on taxes applicable in Connecticut so that the fiscal officer of any partnership or corporation, no matter where located in the United States, may take his last balance sheet and determine with reasonable accuracy the taxes he would have been assessed on the same operation in any one of the 169 towns in Connecticut, as compared with the amount he actually paid in taxes in his home state and city.

To augment the stock of information available for industrial development, the Commission has prepared aerial survey maps of extensive sections of the State adjoining the railroad lines. These aerial surveys are enlarged so that details required for preliminary site selection can be spotted readily. Over 100 of these enlarged maps—200′ scale—are now on file at the Commission's office.

In connection with a survey published by FORTUNE Magazine, industrial executives indicated that the three principal factors given consideration by industries considering relocation are, in order of importance:

1. Proximity to markets
2. Settled labor conditions
3. Favorable tax rates

Because of Connecticut's strategic location near large markets, because of skilled labor supply, and because of a favorable tax structure, Connecticut occupies an advantageous position in regard to all three factors. Emphasis upon Connecticut's advantages is the key to the Commission's campaign to attract new industries.

In all phases of its industrial location work, the Commission cooperates with local chambers of commerce and others active in this field.

The fullest development of the State's industrial potential involves actual field studies of all factors in which industrial executives are interested, as well as promotion and personal contact to secure a decision.

Industrial Service

While the Commission has aided in the location and establishment of new industries in the State, it has also helped existing small industries through the work of the Industrial Service Section. This section has directed to small Connecticut manufacturing plants jobs which larger manufacturers are not in a position to undertake in their own plants. The aim is to keep within the State contracts for manufacturing services which might otherwise go outside the State. The result is to create more jobs for Connecticut workmen.

This phase of the Commission's activities began in the busy period of preparation for war. Small manufacturers of the State who were capable of increasing their production met with representatives of large plants and of government procurement agencies in a Defense Production Clinic. As a result, many large contracts for manufacturing services were placed, jobs were created for Connecticut factory workers, and the State's productive capacity was increased at a time when this was vital to the country.

The Development Commission did not, then or later, enter into the details of negotiations between the prime producer and the subcontractor, but used its offices to bring the two together. The Commission had made a careful survey of available machine facilities in Connecticut plants, and thus was able to expedite contacts which increased production of war materials.

Subsequently, the Federal Government set up war production offices in the State, and the Commission withdrew from this phase of industrial production work, in conformity with its policy of engaging in no operation which duplicated in any way the work of any other governmental agency.

As the Nation moved into a war economy and maximum production of manufacturing plants became even more essential, a separate state agency, known as the Connecticut War Industries Commission, was set up to supplement the work in placement of war contracts that was being done by Federal agencies. This commission was organized in 1942 and continued until July 1, 1943, when it was discontinued by order of the Connecticut General Assembly. At that time the Governor asked the Development Commission to take over the functions of the War Industries Commission, and a portion of its staff was transferred to the Development Commission.

The Industrial Service Section operated through a field staff, with one field man in each of the important industrial areas of the State maintaining contacts with the large firms requiring outside services, and with the small plants capable of performing such services. Here, as in the earlier phases of the program, the Commission felt that its function was complete when the two parties to a production contract were brought together, and it did not make an

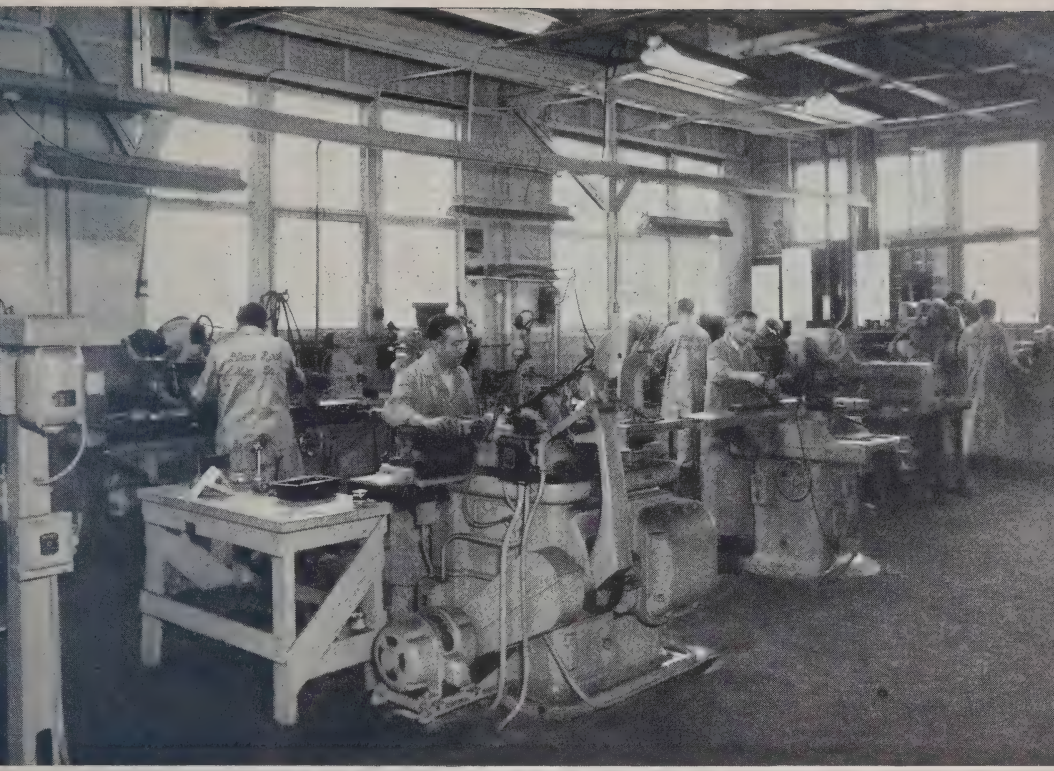
effort to determine the actual value of the work thus kept within the State. Casual inquiry revealed, however, that many millions of dollars worth of manufacturing services were kept in Connecticut shops.

The Development Commission, with up-to-date information gathered by its field force, was able to keep a record of industrial production capacity in small plants which was not available, in the ordinary course of business, to the production men of the State's large plants.

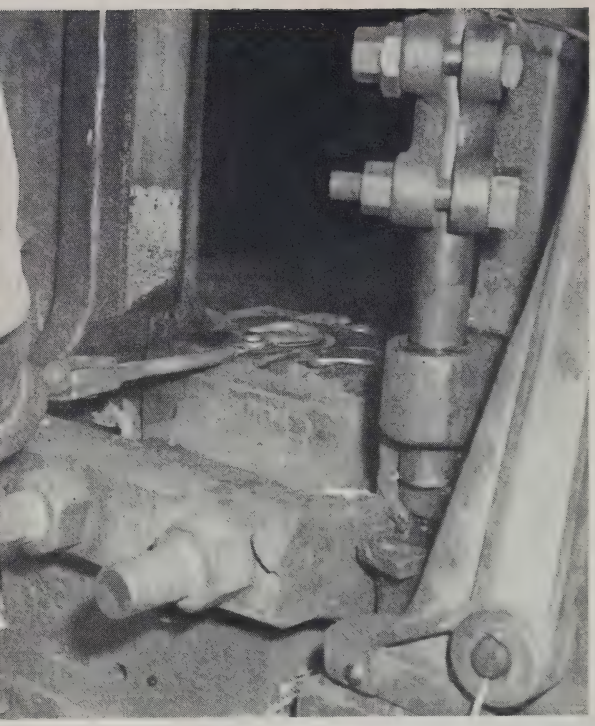
The Commission files contain many letters expressing gratification at the services rendered by the Industrial Service Section, both from those who placed the sub-contracts and those who operated under them.

The termination of the war did not end the need for this type of service, and the Commission continued it as a means of smoothing the transition of Connecticut's manufacturing economy from wartime to peacetime operation.

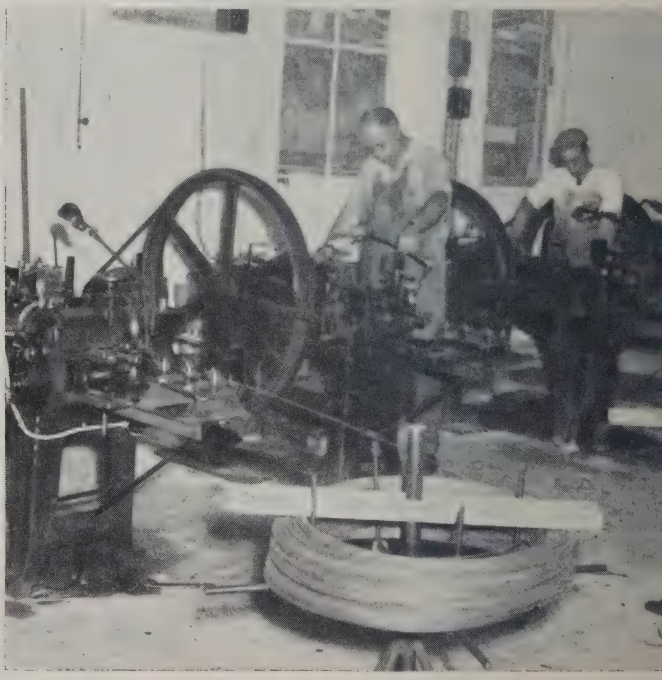
The metal products manufacturer whose plant is shown above said in a letter to the Commission, "Some six years ago you were instrumental in bringing our organization into this state; . . . we would like to point out the fine cooperation given us by the Industrial Division of the Development Commission."



The manufacturer whose plant shown above said, "Because of . . . your commission, our company has received contracts for various types of work, and many of the items produced by us undoubtedly have been procured in other sections of the country during the past. The contracts . . . have made it possible for us to give work to a great number of employees."



A forge shop said, in a letter to the Commission, "Ours is a small business, less than eighteen months old, but through your cooperation have had to install many new machines and are now drawing plans for increased floor space."



The small-town machine shop shown at right said, "We are pleased to report that we have practically completed 2000 machine hours work obtained through your efforts. The type of work secured was needed and well adapted to our equipment."

Commercial Research

Research, which is basic to any sound development program, had to take into consideration the wide range of problems that were likely to confront the State at the conclusion of the war, and accordingly the staff was organized in a manner to handle properly specific phases of the work. Experience revealed that commercial research, industrial research, and the community and regional planning problems constituted the principal elements around which the program should be built.

The Commercial Research Section, acting as a clearinghouse for factual information on the State, handled a wide range of informational service that could be roughly classified as:

1. Case studies that would provide manufacturing and other business enterprises with such information as they require to determine whether certain Connecticut locations provide the necessary advantages to assure reasonably successful operation.
2. Listings of the names of Connecticut manufacturers who produce or are equipped to produce certain goods which correspondents desire to purchase.
3. Miscellaneous requests for statistical and other information connected with the starting of a new business in the State.

Many requests for such information are regularly routed to the Commission by other state departments and private agencies for response. On the basis of the many requests to assist in establishing businesses in Connecticut, it has become increasingly evident that people experience considerable difficulty in obtaining information regarding Federal laws, State statutes or regulations, and local ordinances which prescribe the manner in which businesses can be established and operated. Most people take for granted the fact that they will be required to conform to certain statutory requirements. The difficulties incurred in obtaining the necessary information stem from the fact that licensing, registration, taxing, and supervisory functions are performed by a large number of Federal, State, and local agencies.

The people who contemplated establishing their businesses in Connecticut and who required such information indicated not only a desire to avoid any violation of governmental regulations, but also to be informed of the requirements in order that they might be able to determine the cost of conformance. Thus, the type of information required by many of these prospects necessitates the assembling and correlation of many types of information about the State and its laws, and every effort has been made to present such information in the manner that the prospect would readily understand.

Commercial research activities by the Commission include the finding and compiling of basic facts needed by business firms contemplating business in the State, including taxes, availability of labor, wage rates, insurance transportation and other factors.

The Commercial Research Section carried many of its reports to a point which would permit the prospect to estimate the prevailing cost of those factors that he considered most pertinent to the establishment and operation of his business. It also provided him with the basis for estimating the cost differentials between certain areas within the State of Connecticut and, in many instances, between Connecticut locations and those in other states.

The cost factors for which information is most often requested include taxes, availability of labor, wage rates, insurance, transportation, and electric power. Each request generally includes certain specialized information required by the correspondent. For example, a food manufacturer requested a complete chemical analysis of the water supply in a certain locality; a company engaged in metal fabrication requested the names of suppliers that could furnish certain types of steel and brass. Each request was answered after a comprehensive case study had been made to provide the necessary information. Certain types of information, such as a statement of taxes applicable to individual residents of Connecticut or to manufacturing corporations operating in Connecticut, as well as the comparisons of state taxes between Connecticut and other states of the Northeast, have been prepared in duplicated form for distribution.

Industrial Research

Industrial research is of major importance in the studies undertaken by the Commission because manufacturing industry is our major employment source. Moreover, industry is always in the state of flux. Over a period of years, a wide variety of factors brings about changes in the industrial composition of any area. New inventions, technological changes in methods of manufacturing, changed buying habits of the consumer are only a few of the many developments which directly affect the growth or decline of manufacturing. To these must be added factors which originate within the community or within the state. Availability of labor, the local and state tax structure, transportation, and market accessibility are characteristic of those elements or influences which the individual state must watch in the formulation of its industrial development program.

Although Connecticut's industrial structure as a whole is highly diversified, there is to be found a common tendency for concentration of dominant industries that tend to influence the growth of a particular area. Silverware in the Meriden-Wallingford area, brass and copper in the Naugatuck Valley, hats in Danbury, textiles in eastern Connecticut are but a few examples of such centralization. However, scattered through these same areas are a wide variety of other industries, some of which will eventually fade from the scene while others are destined to become highly important members of the community. As an example, at the very time when Connecticut was losing some of its textile weaving industry, the infant aircraft industry was developing in Hartford. In approximately 20 years this infant had grown to such an extent that today one aircraft manufacturing firm has become the largest single employer of labor in the State.

Thus, the primary purpose in the study of industrial trends is to understand more fully developments which have taken place and are taking place in our changing industrial pattern. Through careful compilation and sound interpretation of reliable statistical data, it is often possible to anticipate some of the shifts before their full impact has fallen upon the economy of the State. By being able to detect the early signs of out-of-state migration or the decline of certain industries within our borders, we are in a position to learn of those factors which are adversely affecting the industry and to suggest steps to remedy the cause, when such action is possible.

The importance of such inquiries, designed not alone to retain our established industries but to seek out the types of industries most likely to succeed, cannot be too highly stressed. Connecticut derives the major part of its employment income from manufactur-

Industrial research activities carried on by the Commission's staff include long-range studies which indicate economic trends, and which provide the factual basis for any sound development program.

ing. It is the state of manufacturing skills—whose heritage and very existence depend to a major extent upon its maintaining a healthy and flourishing industrial life. This is given further emphasis when considered with the fact that we are faced today with an unprecedented barrage of industrial promotion from areas which a few years ago were considered more agricultural than industrial. For that reason, the Commission does not limit its inquiries to the happenings of industry within the State. In fact, industrial research must be double-barreled in approach. It must look within the State, analyze the factors affecting development, and must also throw the spotlight on those happenings outside the State that might have a bearing on development.

In order that we might be fully informed of the publicized industrial inducements which are offered by the official agencies or private citizen groups of the other forty-seven states, a detailed study was made of the claims made by such material. This survey brought home to us the magnitude of state and regional advertising designed to attract industry. While some of this advertising is poorly conceived and lacking in persuasiveness, much of it has

been carefully prepared and well calculated to catch the eye of the New England industrialist.

The Commission's findings reveal that a newly awakened interest in industry is now being shown by the states which a few years back were not considered as industrial states. War programs have trained thousands of their citizens to operate machines and learn factory methods, and these new skills are now being offered to our peacetime industries. Although many of the claims might be considered questionable, we cannot ignore the fact that many of these same states have the advantages of vast deposits of raw material and cheap electrical power rates. The Commission's studies also show that many areas of the country have pooled their interests and are making a strong appeal for an entire region. In one instance, the cost of a cooperative advertising campaign is estimated at $500,000 and advertisements are being placed in seven regional and business magazines as well as 45 daily papers of large circulation.

In surveying the competitive developments in other states, the Commission recognizes another factor of importance in addition to advertising and publicizing industrial advantages. This involves the offering of special financial inducements to influence the location of an industry in some competing states. Included among such inducements are donations of industrial sites, abatement of taxes over a period of years, or the erection of a factory building without cost. In some cases, a combination of two or three of the foregoing inducements is used. One state even empowers its subdivisions to issue bonds for the erection of plant buildings, which in turn are offered to established industries for operation.

Although this survey of these new developments and ideas is causing no great alarm at present, it has made the Development Commission fully aware of the competition which Connecticut faces. By a thorough understanding of this threat to the State's existing industries, as well as to future expansions, the Commission is in a better position to plan its promotional activities. The Commission has always opposed the use of any of these special inducements as far as Connecticut is concerned, and has never advocated their use by individual communities.

Planning and Zoning

The planning and engineering phases of the Commission's program operate through the Community and Regional Planning Section. A recognition of the fact that the physical development of the State cannot proceed effectively without consideration of sound planning principles prompted the establishment of this unit. A rapid increase in the number of communities starting planning or zoning programs brought many requests for guidance in organization and interpretation. Zoning and planning is closely allied to industrial development—the Commission's major function, since the location of an industry has an important effect upon the physical pattern of the community. Just as many factors contribute to the success or failure of the industry itself, the location of industry within the community's boundaries can do much to make or mar the physical pattern of the community. Properly placed, it can well take its part in the economic development of the community, and the community will be able to derive the most desirable functional and esthetic pattern for living. Improperly placed,

A conference on community zoning and planning brought together officials of Connecticut towns interested in community problems, with outstanding authorities from Connecticut and many from neighboring states.

Zoning and planning studies involving the problems of the State as a whole, as well as those facing individual communities, were undertaken by the Commission at the direction of the Governor. Studies included analysis of existing legislation and recommendations for improving it.

industry can do much to thwart proper development.

Rapid changes in some communities at the conclusion of the war brought an increased number of questions regarding planning and zoning procedure, with the result that the Governor requested the Commission to make a special study of present legislation and procedure. The interim report, which has been submitted to the Governor, reveals that 86% of Connecticut's population is living under some form of zoning regulation, and that in many instances zoning had been applied without adequate study of potential land use. A lack of comprehensive planning, as the foundation for zoning, was found to be a principal shortcoming as was also the almost total disregard for the physical development problems of neighboring areas.

Broad studies were made of planning and zoning legislation and procedure existing in other states, with the result that certain modifications in our present legislation were proposed. The final report on this subject is now in progress.

Aviation Development

Major attention has been consistenly directed toward efforts to assure Connecticut its rightful share in the development of new and expanding air services. Added emphasis was given to this phase of the program when the Commission's Vice Chairman, Francis S. Murphy, was appointed Chairman of the Aeronautics Commission.

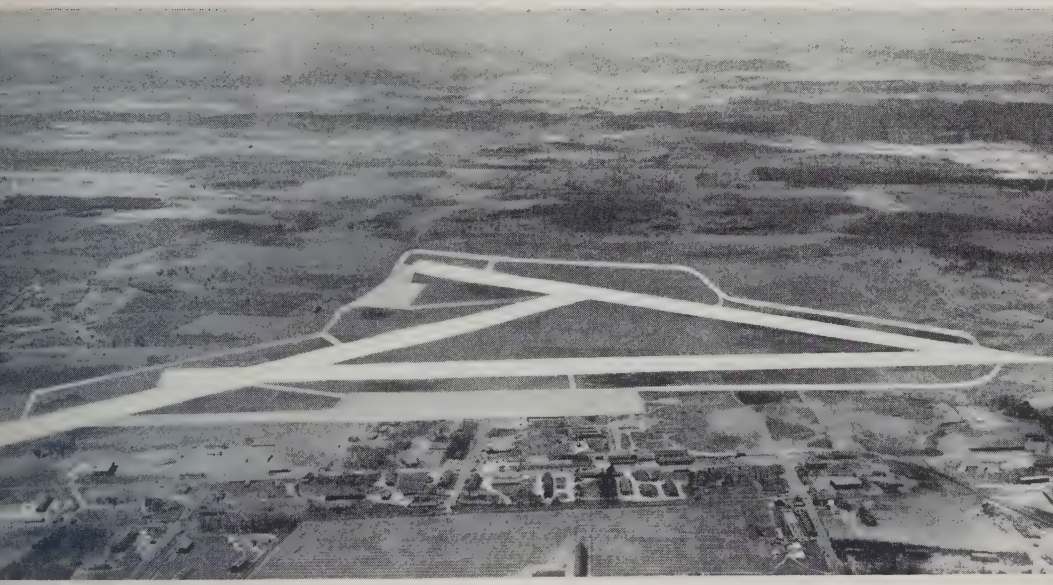
Wherever the opportunity has existed to further Connecticut's interest in the establishment of additional air services, the full facilities of the Commission have been made available. Representatives of the Commission appeared before the Civil Aeronautics Board on behalf of several airline applications for new services in Connecticut. The Commission staff also aided by assembling research and engineering data required. Deputy Attorney General Nicholas Rago appeared at the request of the Commission and presented these data before the Civil Aeronautics Board on several occasions.

One result of this presentation of Conecticut's case for further air service was the granting of United Air Lines' application. This air service, which began May 1, 1945 gave Connecticut its first direct trans-continental air route to the Midwest and Far West.

In the development of aviation, airports must, of necessity, play a major part. Without adequate and well-placed airports, the possibilities for long-term development will not be present. For that reason, the Commission has been giving increasing attention to the development of the State's airports. This service, which was primarily a project of the planning section, operated in a variety of ways all designed to assure a better development of the State's aviation program. Thus, for example, in the projected development of Bradley Field, Windsor Locks, it was found that sound planning principles must be followed if orderly and progressive growth was to be attained. This airport, on State-owned land, lies principally in Windsor Locks but also cuts across the boundary lines of three adjoining towns and thus acquires the stature of a regional planning problem rather than a strictly local one. The Commission made a special study of this planning problem, making extensive use of aerial maps with proposed developments superimposed. The principal object was not to furnish detailed plans for the development—a task for private consultants—but to bring out significant problems in order that crystallization of thinking might result in local action. Here, on virgin land, the misdirection of development might readily result in spoilage of many acres of beautiful countryside.

A similar sketch scheme was developed for the conversion of Trumbull Field at Groton and, as at Bradley Field, the matter placed before local leaders. Subsequent surveys of the land adjoining several other airports were prepared in order that industrial prospects seeking sites near airports could be adequately served.

Planning studies were made to insure the orderly and economically sound development of the State-owned air field at Groton, Trumbull Airport, prior to the creation of the State Aeronautics Commission.



The Commission's planning services were also called upon for the development of the area surrounding Bradley Field at Windsor Locks, in which several towns have a vital interest because of their location adjoining the field.

Shore Erosion

The extensive shoreline of Connecticut is one of our greatest assets, but recreational and economic advantages are in serious danger because of erosion. Although the origin of the present situation lies in the normal action of the waves, we are face to face with the fact that the hurricanes of 1938 and 1944 seriously aggravated the conditions. In one area it was found that the condition had become so serious that the gas utility company had been forced to discontinue service to some shore homes because mains had been washed away.

In fact, numerous and complex conditions have arisen as a result of such erosion. Moreover, it has been found that the problem or problems could not be solved by individual property owners or individual communities. There is even danger in planning protective works on a limited scale since such works might protect shorelines in one place and damage them in adjacent areas.

It is a task of such magnitude that remedial action requires cooperation between the local, state and Federal governments. Thus, with the full realization of the importance of this problem, the Development Commission in cooperation with the State Flood Control and Water Policy Commission and State Port Survey Commission, initiated the first concerted action on a state-wide basis to halt damage to the Connecticut shore.

Because of the fact that many sections of the Connecticut shore have been seriously damaged by erosion the Commission, at the request of the Governor, instituted conferences and studies designed to correct tidal erosion of valuable shore lands.

International Division

While this report covers the biennium beginning July 1, 1944, it was not until a year from that date that the International Division of the Development Commission actually came into existence with a legislative appropriation of its own. It had previously existed from October 1, 1944, as the Inter-American Division supported by temporary funds. During the interval between the latter date and July 1, 1945, however, considerable groundwork was laid for the full-scale program carried out in the second year of the biennium.

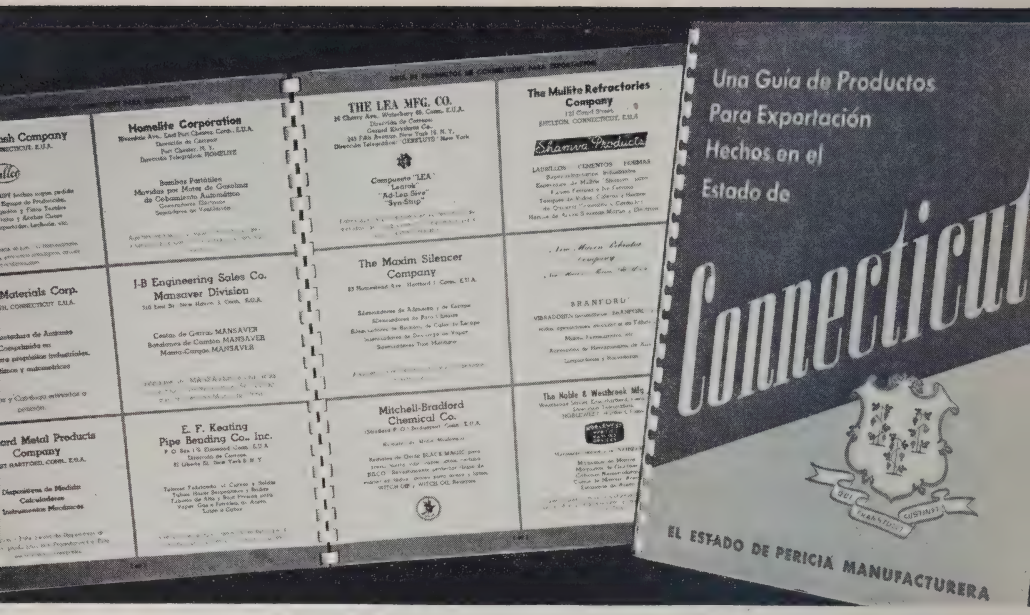
At the state level the Commission, through this division, is aiming at foreign commerce for Connecticut in the same manner that the Federal Departments of State and Commerce are striving to enlarge overseas markets for the country at large.

Connecticut, because of its high concentration of employees in manufacturing, has a greater stake in these markets than most other states. The war brought manufacturing productivity to its highest peak in history, and once immediate post-war demands have been satisfied, even though this takes several years, the domestic market will no longer be able to absorb all of the goods Connecticut's workers will be capable of producing. Thus, if industry then does not have sufficient foreign outlets for its goods, it is likely to face periodic recessions with their consequent unemployment and their inevitable drain on the public pocketbook. Consequently, the aim of the Development Commission's international program is to help stabilization of Connecticut employment through the development of overseas trade.

Other large exporting countries are now competing mightily for world commerce, especially in Latin America. For the most part, people in the other Americas prefer American products, but they have been deprived of goods and equipment for so long that they must buy from the first country which can offer them. And the first country to provide these necessities is very likely to retain its newly won customers in the future. For this reason, the number one item on the International Division's program was to make known throughout Latin America the wide diversity of manufactures which could be obtained from industry in this State.

This was accomplished by the publication and distribution of two directories of Connecticut products, not in English but in the languages of the Latin American countries—Spanish for general use and Portuguese for Brazil. Every Connecticut manufacturer was given the opportunity to list his products-for-export in these books, and 545 industries having exportable products accepted the offer, all being accorded equal space for their listings. The translated publications each consist of 152 pages, 8½ by 11 inches, in two colors throughout, and with a handsome cover design in a four-color effect.

The manufacturing plants listed in these books have a combined



Inside section and cover of the Export Directory of Connecticut Products, published by the International Division in Spanish (above) and Portuguese, distributed to 17,000 buyers in Latin America.

employment of 176,442, which is more than 52 per cent of the State's total manufacturing employment; and the directories showing the products made by that number of Connecticut workers have been mailed to a carefully selected list of approximately 16,000 importers and buyers throughout the 20 Latin American Republics. Thus, the potential import buying power of the people of these nations has been placed in support of the jobs of 176,442 Connecticut men and women. This figure does not include the many other thousands of Connecticut citizens affected indirectly by export trade in this State.

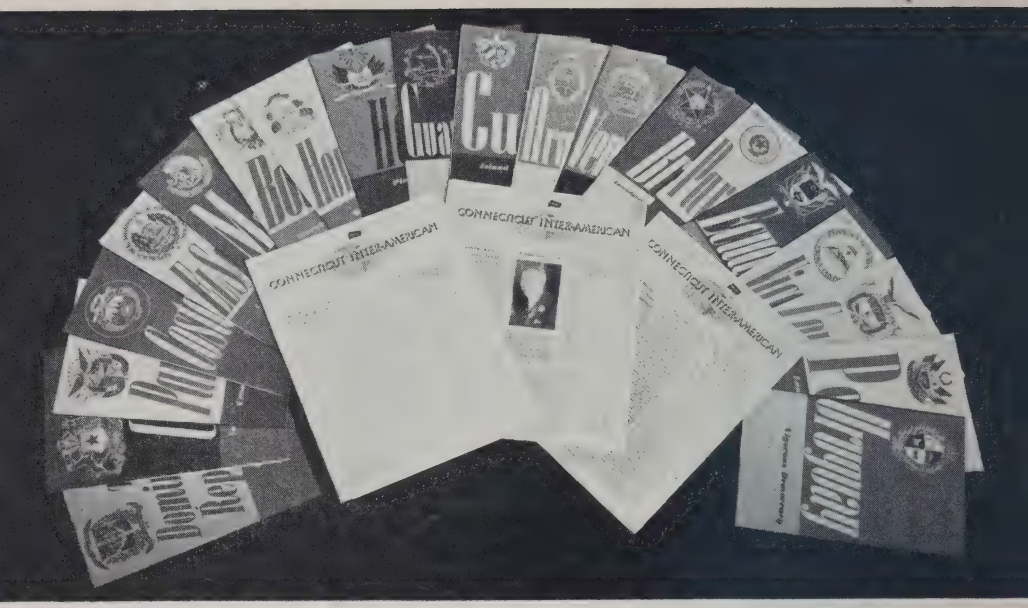
While the International Division was engaged in the work of publishing these foreign-language directories, a year-long project, it was likewise investigating markets for Connecticut products elsewhere in the world. Except for Latin America, English is accepted either as the first or second commercial language in a majority of nations around the globe. Therefore, the division made a complete cross-index of the innumerable products of Connecticut's exporting manufacturers, and at the end of the biennium was preparing to publish and distribute overseas an English-language directory containing this index.

Connecticut, it has been learned, is the first state to produce foreign-language trade directories of the type described above, and it is also the first to undertake a program of this kind to help insure a fair share of the world's trade for its industries in the interest of stabilized production and employment.

While the directories constituted the major job of its first year, the International Division fostered international commerce, especially with the very promising Latin-American market, in many other ways, and it simultaneously undertook within the State a program of education to aid Connecticut people in learning about the economic and cultural aspects of the neighbor nations to the South.

No opportunity was neglected to publicize Connecticut and its industrial skills in these other countries. Thousands of pieces of literature, used normally by the Development Commission in domestic promotional activities, were distributed through the cooperation of overseas organizations of U. S. citizens and airlines, and in answer to requests resulting from international radio broadcasts. Events conducted by the many Connecticut organizations enlisted by the Commission to cooperate in the international program have been publicized in other countries by articles in the latters' newspapers and via short-wave radio. The State's program has likewise been given prominence in foreign magazines.

All of these media came into play in March 1945, when the Connecticut General Assembly enacted into law a bill, submitted at the request of the Development Commission, requiring governors

Another view of the Export Directory of Connecticut Products, showing prefatory material. Pictures and text describe the State's heritage of manufacturing skills.

Some materials used in inter-American program. In semi-circle, booklets on Latin America distributed in State; center, division's publication mailed monthly both at home and abroad.

of this State annually to proclaim April 14 as Pan American Day. Since Connecticut, as far as could be learned, was the first state to put such an act on its statute books, the Legislature's action was roundly applauded in the other Americas where it made still more friends for Connecticut.

To augment its south-of-the-border publicity about Connecticut as well as to provide an informative and stimulating publication for thousands of interested Connecticut citizens, the Commission publishes each month a four-page leaflet entitled "Connecticut Inter-American." It is sent to a wide list of readers, reporting in word and picture the many activities of an inter-American nature which take place in the State as well as statements by outstanding citizens concerning Connecticut's own international program.

On the domestic side of the program, the division has acquired from various sources at no expense to the State a library of 46 motion pictures. all sound-tracked and many in color; eight exhibits on various subjects; and large quantities of literature—all about the other Americas. These have found wide use throughout the year both among adult groups and in the schools of the State. They have enabled thousands of Connecticut citizens not only to learn about commercial possibilities of these neighbor nations but to understand them and their people more fully.

Many of Connecticut's smaller manufacturers had not previously exported their products. Consequently, the Commission cooperated with the State Department of Education in organizing Foreign Trade

Institutes in five cities of the State. These courses were spread over 12 weeks with experienced export men as instructors. They afforded the opportunity for representatives of manufacturers to obtain a good grounding in overseas commerce.

The division has carefully cultivated and expanded the contacts made with the Inter-American Development Commissions and other organizations in countries south of the border. These contacts have proved to be of exceptional value to Connecticut businessmen to whom the division has provided letters of introduction prior to trips to Latin America. These businessmen subsequently reported that such letters had won them a royal welcome and valuable assistance in contacting people whom they otherwise could not have reached.

The friends made for Connecticut through the Development Commission in Latin America are thus proving themselves to be real friends, ready always to help people from Connecticut. But, like foreign commerce itself, this part of the program operates on a two-way street, and the Commission has welcomed the opportunity on many occasions of greeting and assisting businessmen and others from Latin America who have been attracted here by reading or hearing about the State or who have been directed to Connecticut by cooperating international organizations.

The Development Commission has in its files a large volume of letters testifying to the effectiveness of its work in connection with Latin American commerce; and, as noted above, it plans to expand its operations to include other countries in the coming year.

International Division's work now includes trade promotion in many parts of the world. Above, a conference between state officials and representative of Canadian government.

Advertising

One of the cardinal duties laid down by the law which established the Development Commission is that of disseminating information about the State. Consistent and continuous advertising is an indispensable modern method for the dissemination of such information on a national scale. The total advertising program administered in behalf of the State by the Development Commission involved an expenditure of approximately $50,000 per year, of which 10% was spent for promotion of recreational travel in Connecticut and 90% to maintain and improve the State's industrial position.

The adequacy of this amount of advertising for Connecticut is best determined by a comparison of the State's appropriation with similar appropriations in other states. The latest published figures reproduced below show the advertising expenditures prior to the end of hostilities by other states. They are reproduced from a study published by "Advertising and Selling" magazine in November 1945.

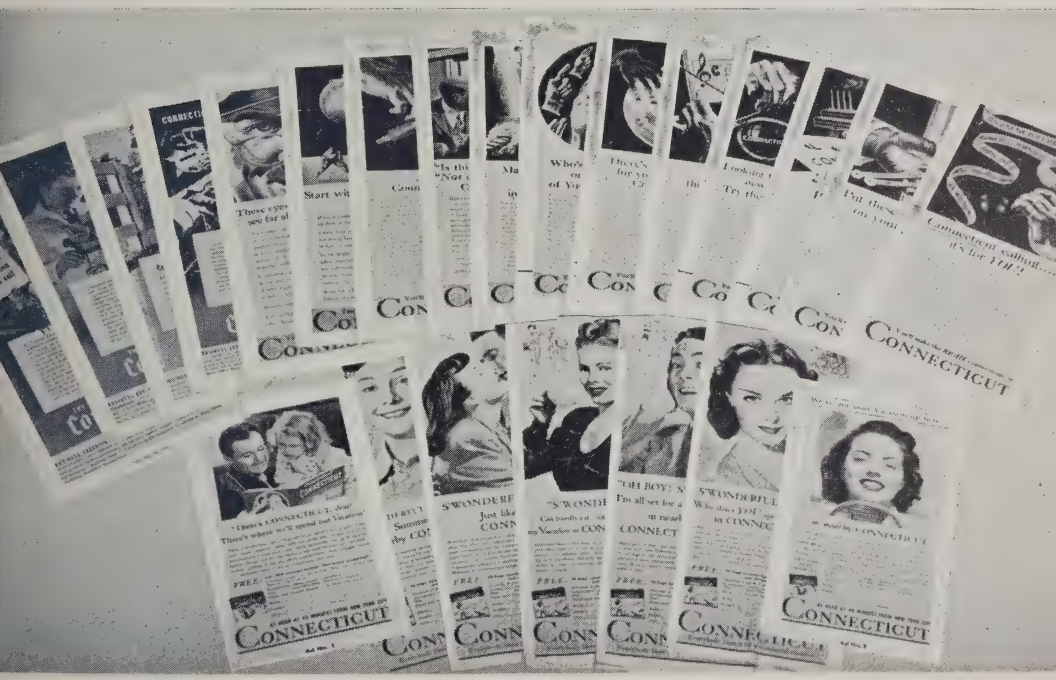
State	*Amount*	*State*	*Amount*
Alabama	$ 10,000	NEW HAMPSHIRE	75,000
Arizona	100,000	NEW JERSEY	100,000
Arkansas	7,500	NEW YORK	150,000
Colorado	50,000	North Carolina	85,400
CONNECTICUT	50,000	North Dakota	50,000
Florida	500,000	Ohio	40,000
Illinois	75,000	Oregon	80,000
Indiana	31,000	PENNSYLVANIA	143,280
Iowa	20,000	RHODE ISLAND	5,000
Kansas	60,000	South Carolina	30,000
Kentucky	300,000	South Dakota	10,000
Louisiana	No amount set	Tennessee	50,000
MAINE	78,000	Utah	111,685
Maryland	18,000	VERMONT	55,000
MASSACHUSETTS	*90,000	Virginia	95,000
Michigan	65,000	Washington	100,000
Mississippi	32,500	West Virginia	45,000
Missouri	50,000	Wisconsin	60,000

**Since increased to* $250,000

NOTE: *States, other than Connecticut, shown in capitals are nearby competing states.*

In addition to the official expenditures by the states from tax funds as shown above, many competing states are beneficiaries of special campaigns of advertising created by private regional associations, railroads, utility companies, banks and others. All such advertising expenditures constitute direct competition for Connecticut, and it is probable that they bulk as large in total as the official advertising. The Connecticut Development Commission has not neglected this means for additional advertising and cooperated with the New Haven Railroad in a campaign of advertising for southern New England which portrayed Connecticut's industrial advantages.

Since the war's end, many of the states have increased their advertising appropriation, and new states have entered the competitive struggle to attract industry. It is apparent, therefore, that advertising is an important tool for use by the Development Commission to maintain the State's industrial position from a purely defensive standpoint, as well as to insure a sound industrial economy for the future.

While industrial advertising does not lend itself to as careful a check of results as is the case with recreational advertising (see Recreational Promotion, page 33, the Commission has taken pains to insure that the magazine selected for the State's industrial advertising are those which deliver the best value for the dollars spent. In May 1946 the Commission sent a questionnaire to 500 leading business executives in the State to determine the magazines which they read, and the magazine which is read most regularly and thoroughly. The results from this questionnaire largely confirmed the previous judgment of the Commission in its selection of national magazines to carry Connecticut advertising. Minor adjustments of the Commission's advertising schedule were made, however, as the result of this information on the reading habits of business executives, the special group which Connecticut's industrial advertising is designed to reach.

Advertising designed to keep the advantages which Connecticut possesses as an industrial location before industrial executives of the Nation, is placed by the Commission in a limited selection of national magazines.

Publications and Information

In addition to advertising, the Commission uses a variety of other means to disseminate information about the State, as required by law. The Public Relations Division of the Commission's staff acts as a clearing house for general information about Connecticut, answering inquiries of many types, not only those arising from correspondence directed to the Commission but also inquiries referred by other State departments. Over a period of years, the Commission has developed printed literature designed to answer the questions most frequently asked by those who were planning a business, a home, or merely a vacation in Connecticut. This literature has more than saved its cost by serving as a substitute for extensive personal correspondence. Nevertheless, a large amount of personal correspondence is necessary to answer all legitimate inquiries, and such inquiries are answered promptly and fully. Wherever information in the Commission files is not sufficient to meet a business inquiry, the inquiry is referred to the Commercial Research Section for the necessary data.

The printed literature developed, designed, written and produced by the Commission's Public Relations Section goes much further, however, than the answering of individual requests. It serves to present attractively the manifold advantages of the State as a place in which to live, work, do business, or enjoy a vacation. It also serves to maintain the State's competitive position among the many states which publish similar literature to draw business.

Publications distributed by the Public Relations Division now total fourteen separate pieces, each designed to cover a specific aspect of the State. All are attractively illustrated with photographs from the Commission's library of Connecticut photographic subjects. The Commission has long followed the practice of publishing separate folders, bulletins or booklets on important aspects of the State, rather than including a wide variety of subjects in a single expensive booklet. It is interesting to note that a number of local chambers of commerce, whose information functions for local communities are similar to those handled by the Development Commission for the State as a whole, have followed the lead of the Development Commission in the use of a number of separate publications rather than one all-inclusive booklet.

One of the important publications prepared by the Public Relations Division during the past biennium was the industrial booklet, "Connecticut—A State of Manufacturing Skills." While industrial inquiries have been handled almost entirely on the basis of personal service and information prepared to meet the individual situation, it was felt that a summary of the principal advantages which Connecticut offers as a site for industry would aid the work

of the Industrial Division. Wordage was kept as brief as possible, and picturized charts were used to present the facts of most interest to industrial executives, so that the entire booklet could be read at one sitting. One other eastern state subsequently published a booklet which adopted some of the methods of approach used in the Connecticut piece. The chamber of commerce of an important Connecticut city designed and published a booklet similar in appearance to this Commission booklet, to be used as a companion-piece in answer to industrial inquiries directed to this Connecticut city.

Since pleasant surroundings and good living conditions had proved an important factor in influencing executives selecting a factory location, the Development Commission also published a small booklet in full color, devoted almost exclusively to color photographs of typical Connecticut scenes and home settings. This booklet, "Colorful Connecticut," was planned for limited distribution with the industrial booklet and other selected literature.

Printed literature designed to present the State and its business opportunities attractively, is created by the Commission staff, and is mailed to all states of the Nation and many foreign contries in response to specific requests.

The ending of the restrictions on travel by automobile brought a large increase in inquiries regarding places of interest to casual visitors, and the Public Relations Division consequently added a new bulletin to the permanent series of "Connecticut Resources Bulletins," an illustrated, four-page folder titled "Points of Interest." This will be used principally with vacation travel literature. The Commission also published an inexpensive booklet designed to explain to Connecticut people the services rendered for the State by the Development Commission.

Recognizing the importance which the airports will have in the future commercial and industrial development of the State, the Development Commission, at the suggestion of its Aviation Advisory Committee, prepared a booklet in three colors describing and picturing all of the State's airports, public and private. Emphasis was placed upon the business opportunities which exist on or near the airports of Connecticut in the new era of air transportation.

The Commission continued an arrangement whereby new residents of the State receive sets of the Commission's literature, so that they may become more familiar with their new home surroundings and their opportunities as Connecticut citizens. In addition, the Commission continued to issue, once each month, the illustrated monthly publication, "Connecticut Progress," the aim of which is to inform Connecticut people about interesting and significant developments within the State. The subjects covered are not restricted to those within the scope of the Development Commission and its functions alone.

Photographs which are made under the direction of the Commission for use in illustrating Connecticut literature are also a valuable tool for securing free publicity for the State. The Public Relations Division offers any of its wide variety of photographic subjects on a loan basis to legitimate publications for illustrating articles on the State. The list of such articles is too long for inclusion in this report, but publications making use of this Commission service include national magazines, newspapers, textbooks, encyclopedias, and travel publications. The Public Relations Division also provides information needed for articles on the State, or writes complete articles upon request.

The cost to the State for these publicity services is relatively little, covering only staff time and the cost of making photographs, which are also useful for other purposes. The result of such publicity is not only a better understanding of Connecticut on the part of residents of other states and nations, but also additional business of considerable value to the State as a whole.

Recreational Promotion

One of the principal sources of wealth in the entire New England region is the revenue brought by vacation visitors from other sections of the country. In Connecticut, because of the predominantly industrial character of the State, this vacation business does not bulk as large in the total economy as it does in the northern New England states. Nevertheless, there are many millions of dollars invested in purely recreational property in all parts of Connecticut, and more than fifty towns in the State derive a large portion of their taxes from property held for summer recreational use. In addition, the retail businesses of the State derive a large part of their revenue from summer visitors, not only in the recreational towns themselves but in nearby retail trade centers.

The General Assembly of 1939 which established the Development Commission recognized the importance of recreational business

Summer vacationists, which bring approximately $10,000,000 *in revenue to the State and its communities each year, are attracted by seasonal programs of advertising and the mailing of promotional literature.*

as a source of revenue to the State's citizens when it included recreation specifically as one of the aspects of the State's economy which the Commission was charged with promoting and publicizing. The Commission has followed out this mandate by consistent and continuous effort, during the war years as well as in peacetime.

Since the promotion of Connecticut's vacation and recreational advantages is primarily a matter of providing adequate information to prospective vacationists in other states, the recreational promotion services are centered in the Public Relations Division of the Commission's staff, and the means principally used to increase summer vacation business are advertising, publicity and publications.

Advertising of Connecticut vacations is largely confined to newspapers in the New York City area, since the Commission's studies show that the Metropolitan area is the principal source of vacation visitors, and that others who come to Connecticut enter the State from New York City for the most part. This advertising in behalf of recreational business in Connecticut produces approximately 30,000 inquiries each year for additional information. These requests are met by publications prepared for the purpose, and where necessary, by personal replies handled by the Public Relations Division.

Periodically, the Commission asks those who inquired about vacation possibilities in Connecticut if they actually visited the State, where they stopped, the number in their party, and the approximate amount of money spent here. The survey covering the 1944 vacation season indicated that those who came spent a total of more than three-quarters of a million dollars in a single season. This survey also indicated that each dollar spent by the State in advertising brought approximately $98.00 to the citizens of the State in new business.

While the Commission's Public Relations Division does not attempt to act as a travel bureau and does not recommend individual resorts, it does attempt to aid prospective vacationists as far as possible with the information needed to select a vacation spot. For this reason, it publishes a booklet which lists all of the principal resorts, hotels, inns, camps and farms catering to vacation visitors. This booklet is revised each year, and all resorts are listed impartially without charge. The Commission also distributes a booklet issued by a private publisher which provides additional information. The cost of this booklet is met by the sale of advertising by the Connecticut publisher, and it is delivered to the Commission at no cost to the State. Early in 1946, the Commission also published an illustrated bulletin describing the principal points of interest in the State, from the standpoint of recreational visitors.

The activities of the Commission's Public Relations Division provide an additional bonus to the recreational industry and the

resort communities of the State in the form of publicity in travel and other national magazines. With the end of the war, the opportunities in this field have increased greatly, and the Commission has developed facilities for taking full advantage of the opportunities offered. The amount of magazine space devoted to Connecticut's recreation and travel opportunities has been worth many thousands of dollars when figured in terms of the cost of similar space at advertising rates.

In the recreational as well as the industrial field, the competition between the states in advertising to attract new business has become much keener since the end of hostilities than ever before. It is the view of the Commission that an advertising program for recreational promotion must be carried on to maintain the State's present position in this field, as well as to promote further business and increased employment in this phase of the State's economy.

Children who come into Connecticut to attend summer camps bring new revenue and wealth to the state, as do adult vacationists and summer residents. Summer visitors also provide an important market for Connecticut agricultural products.

Statement of Appropriations and Expenditures

	July 1, 1944 to June 30, 1945			July 1, 1945 to June 30, 1946		
	Appropriation (With Additions)	Expenditures	Appropriation Unexpended	Appropriation (With Transfers)	Expenditures	Appropriation Unexpended
Personal Services	$ 86,205.00	$ 78,917.37	$ 7,287.63	$118,230.00	$104,062.08	$14,167.92
Contractual Services ...	59,016.00	55,781.86	3,234.14	100,475.00	98,317.87	2,157.13
Supplies and Materials .	7,120.00	6,418.58	701.42	17,410.00	14,917.77	2,492.23
Equipment	424.00	424.00	0	4,600.00	1,542.42	3,057.58
Grand Total $152,765.00*		$141,541.81	$11,223.19	$240,715.00	$218,840.14	$21,874.86

	July 1, 1944 to June 30, 1945	July 1, 1945 to June 30, 1946
Self-Raised Funds	$107.60	$137.65

*Includes $83,210.00 from the General Fund and $69,555.00 from the War Budget.

Statistical Summary

	July 1, 1944 to June 30,1945	July 1, 1945 to June 30, 1946
1. Average number of employees	24	33
2. Miles traveled by staff members on official business:		
Automobile	59,902	97,869
Train	33,463	33,173
Other	1,620	2,600
3. Telephone calls in and out	16,713	28,676
4. Business calls at office of Commission	1,353	2,310
5. Office calls made by members of staff	3,244	5,094
6. Mail inquiries received	23,829	41,727
7. Individual letters written	7,510	10,565
8. Circular letters prepared	88	98
9. Circular letters mailed	20,359	22,663
10. Circulars prepared	110	143
11. Circulars mailed	20,112	19,590
12. Bulletins or booklets prepared	28	38
13. Copies of bulletins or booklets mailed or distributed	156,494	206,190
14. Available vacant plants listed	4	27
15. Vacant plants withdrawn from market (by lease, sale or otherwise withdrawn)	8	12
16. Total number of plants on industrial list	142	156
17. Number of industrial prospects sent specific information	152	298
18. Number of industrial properties recommended (including duplicate mention of same property)	452	545
19. Number of towns aided in community planning	15	16
20. County industrial and town maps supplied	40	39
21. Resources maps distributed	181	214
22. Press articles prepared	203	88
23. Radio programs arranged or conducted	26	9
Number of stations participating	109	366
24. Commission meetings held	11	10
Average attendance	14	11
25. Other meetings arranged or attended	265	253
Total attendance at such meetings	17,977	20,477
26. Speaking assignments filled (not included in item 25)	36	89
Total attendance at such meetings	2,128	6,643

The Personnel of the Commission

(As of June 30, 1946)

	Term Expires
Willard B. Rogers, President and General Manager, The Bond Hotels, Hartford—*Chairman*	June 30, 1950
Francis S. Murphy, Publisher, The Hartford Times, Hartford—*Vice Chairman*	June 30, 1949
Charles E. Smith, Vice President, The New York, New Haven, and Hartford Railroad Company, New Haven	June 30, 1950
Theodore H. Beard, Vice President, The Dictaphone Corporation, Bridgeport	June 30, 1949
Raymond A. Loring, General Information Manager, Southern New England Telephone Company, New Haven	June 30, 1949
Joseph R. Neill, President, Watertown Manufacturing Company, Watertown	June 30, 1948
Ralph A. Powers, President, Robertson Paper Box Company, Inc., Montville	June 30, 1948
John N. Dempsey, Putnam	June 30, 1947
Parley C. Pattern, Treasurer, Standard Card Clothing Company, Stafford Springs	June 30, 1947
John J. Egan, Commissioner, State Department of Labor and Factory Inspection, Hartford	June 30, 1946
William A. Gastler, Farmer, Durham	June 30, 1946

The Commission Staff

(As of June 30, 1946)

Administrative Division

Sidney A. Edwards,
Managing Director
Gladys R. Mitchell
Janet C. Vanderburgh
Hollis M. Goslee

Industrial Division

Stephen P. Hackley
Harry E. Ashmore
Paul F. Kane
Walter H. Hibbard
Earle F. S. Richards
Norman E. Harvey
Warren L. Cranton
Elizabeth M. Ryan
*Leah E. Corrette
Dorothy M. Cummings

International Division

Frederick P. Grimley
John J. Weaver
Irene S. Baldwin
Doris E. Karkutt

Public Relations Division

Donald D. Parry
Gladwin K. Lusk
Shirley B. Trude
Elaine L. Lavoie

Research and Planning Division

Elmer R. Coburn
Samuel Simonovitz
Anthony E. Wallace
James S. Klar
Lee L. Harding
James T. Gill
Shirley M. Carlton
Pauline R. Schlosser
Julie A. McCormack
Dorothy L. Corell
Annette M. Cerasole

Washington Office

Richard B. Walsh

* On military leave of absence

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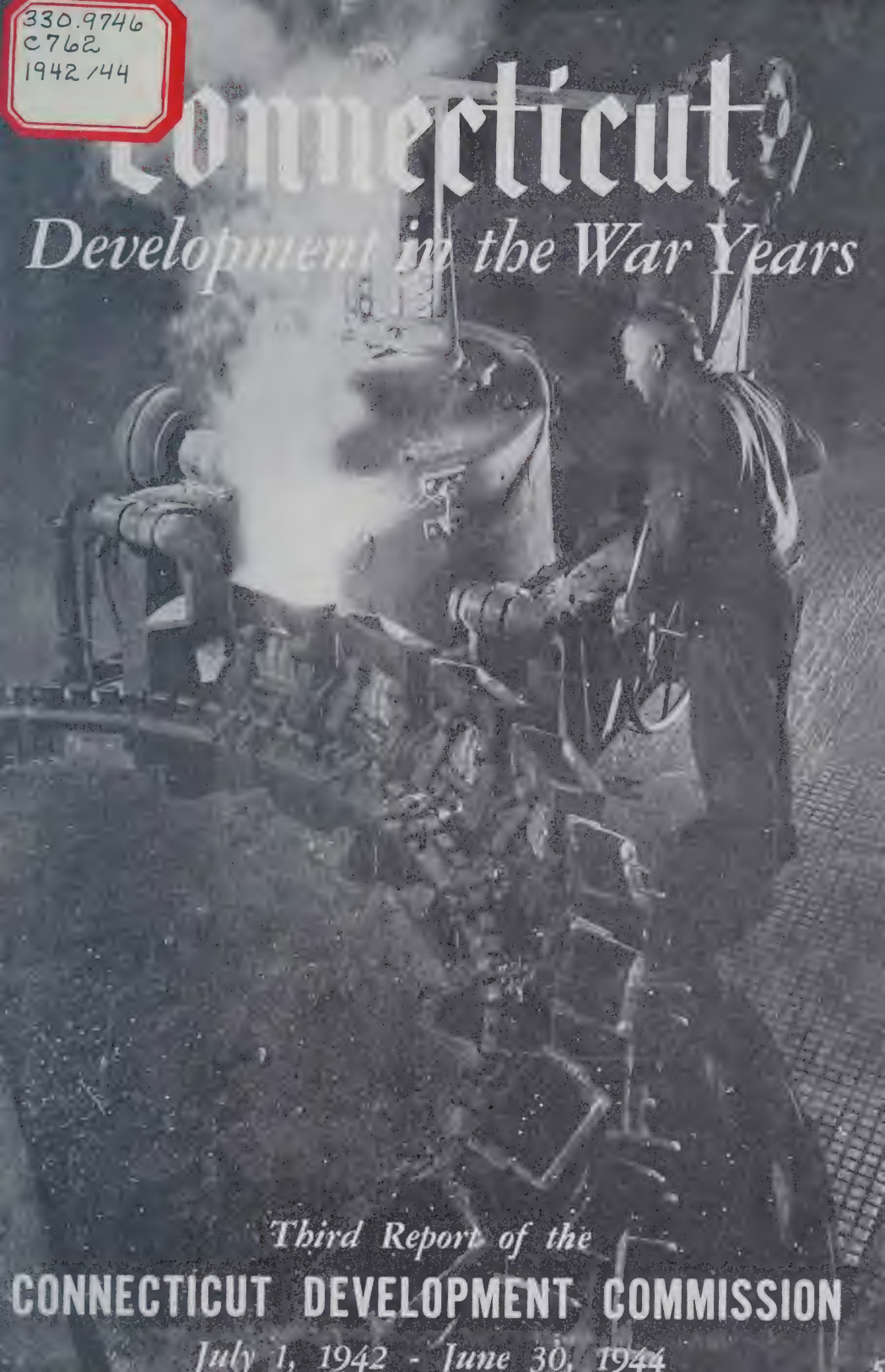
Connecticut

Development in the War Years



Third Report of the

CONNECTICUT DEVELOPMENT COMMISSION

July 1, 1942 - June 30, 1944

Printed under authority of Section 142,
General Statutes of Connecticut, Revision of 1930.

JOHN M. DOWE,
State Comptroller.

State of Connecticut

THIRD REPORT

OF THE

Connecticut

Development Commission

July 1, 1942 to June 30, 1944

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Foreword

ALTHOUGH this report covers only the biennium ending June 30, 1944, a wartime period when conditions are far from being normal, it is definitely in order to evaluate the accomplishments of the Development Commission for the first five years of its existence, concluded this year.

Since the largest single factor in the economy of the State is its manufacturing industry, particular attention has been devoted to this phase of the state's economic life. The problems at the start of the Commission's activities were principally those of a period of economic depression, and involved the need to fill vacant factories and to provide employment for the state's industrial workers. The record shows clearly that the Commission was successful in influencing the selection of Connecticut communities for industrial locations. New industries were located in existing plants that had become idle, and plants were built to house other industries new to the State.

The world-wide storms of war brought to Connecticut a sudden reversal in the industrial economy. The need for greatly accelerated production, even in advance of the involvement of this nation, brought to the State totally new problems, with the swiftness and sudden change of direction of a hurricane. The problems of finding work for idle hands were suddenly replaced

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by the problems of getting Connecticut factories into production for totally new products. Without waiting for organization of production practices on a national basis, the Development Commission moved swiftly to aid Connecticut manufacturers in the procurement of machine tools, and in the securing of contracts for war production. In keeping with its policy of avoiding any overlapping of functions with other agencies, the Commission as promptly withdrew from certain phases of this war production work when the War Production Board appeared to be in a position to handle the problems in Connecticut. More recently, the Commission, at the direction of the Governor, has taken over certain functions formerly performed by an independent state agency, and through its War Industries Division has done much to increase the effectiveness of Connecticut manufacturing for war, as reported more in detail in another section of this report.

With the approach of peace, industrial Connecticut will doubtless be faced with a second, sudden—perhaps even violent—reversal. The Development Commission, in cooperation with other state agencies, is doing its utmost to meet these problems, and to keep the factory buildings of the State filled with active, operating concerns.

In the other aspects of the state's economy, the Development Commission has also adjusted the performance of its functions, as outlined by the statutes, to the changing demands of these turbulent years. In the field of travel and recreational business, for example, the modest program of advertising and promotion has been continued, and full advantage has been taken of the favorable factors which exist despite the dislocations of wartime living. As a result, those communities of the state dependent upon seasonal travel and vacation business have been able to maintain, and even to increase, the income derived from seasonal visitors from other states.

In the fields of residential and agricultural promotion, the activity has been continuous and effective, although the sums spent have been held to a minimum, in view of the abnormal conditions created by the approach of war, and by war itself.

In comparison with similar agencies existing in other states of the nation, the appropriations requested by the Connecticut Development Commission have not been large. Appropriations for national advertising, for example, have been much less for Connecticut than for other New England states. Within the limits of its budget, however, the Commission has maintained a staff of skilled and experienced persons who are equipped to render personal service in dealing with the economic problems of the state and its communities. The Commission members are agreed that such skilled personal service must be rendered, particularly in such matters as industrial location; advisory service to small industries; aid in community planning and zoning; general publicity and public information; and residential or recreational promotion.

The seriousness with which the members have accepted their duties in serving with this uncompensated Commission may be gauged by the fact that eight of the eleven original members of the Commission, selected from all sections of the state, and from representative sectors of the state's economy, continued in service throughout the five years of the Commission's life to date. These, and their three associates who have accepted appointment to fill vacancies, give of their time and energies because they are firmly convinced that the Development Commission has performed, and can continue to perform, services of great usefulness to the people of Connecticut.

The period which lies immediately ahead will present problems of great complexity and of vital importance to the economic future of our state. Some of these problems can be seen now in

their general outline. Connecticut, for example, is more completely involved in war production than any other state, and is faced, consequently, with problems of re-adjustment to a peacetime economy perhaps to a greater degree than any other state. Under the broad charter given to the Commission at the time of its creation in 1939, the Commission, in cooperation with other state agencies, permanent and temporary, will continue to devote its full energies to the economic problems that have been assigned to it.

War Industries Division

With the discontinuance of the former War Industries Commission on June 30, 1943, the activities of that State agency were immediately assigned to the Development Commission. On July 1, 1943 a division of the Development Commission was created, and has since operated, as the War Industries Division. Two staff members of the former commission were retained as a nucleus of personnel around which to build an operating program.

From date of its inception,—July 1, 1943,—to October of that year, the operating personnel of the Division comprised a director, an assistant for field and general service and a part-time clerk-stenographer. Late in 1943 two full-time field representatives were employed.

As of June 30, 1944, the staff of the War Industries Division comprised a director, one assistant in the field, one full-time field representative, one field representative assigned to the industrial site survey and two clerk-stenographers.

During this period the War Industries Division, though modestly staffed, gave more than 1500 interviews in 360 separate companies in 85 municipalities throughout the State extending from corner to corner and from border to border. Active equipment lists of several hundred manufacturing plants in Connecticut

Director of Commission's War Industries Division inspects forging being done on a contract arranged through this division.

comprise the working data which give necessary information for the analyses of potential facilities as to their adaptability to specific problems. Approximately 1000 key individuals receive regular releases of factual information.

During the past year, the major need of industry for the service of this Division has revolved around problems of prime and sub-contract negotiations. By personal interviews in the field and by service as liaison between Federal agencies and bureaus of control, millions of dollars in sub-contracts have been placed in Connecticut plants; new projects have been organized and prime contracts negotiated therefor; sites in non-critical areas have been provided, and other services rendered to the small industries of the State.

The smaller industries of the State employ, in aggregate, more operatives than the larger industries, and distribute more income in the form of wages. Because of their limited personnel individually, they are not always in a position to keep abreast of the rapidly changing situation regarding contracts, sub-contracts, cancellations, reconversion and other wartime problems. This Division has aided them with advice and information, and has put them in contact with the sources for additional business. In doing so it has maintained work for the employees of smaller industries, and has served as a valuable stabilizing factor in many communities.

In a typical operation, the War Industries Division brings together the prime contractor, having work to be let out, and the sub-contractor, possessing the facilities and skill to perform the work. The Division may be advised of the amount of the immediate contract resulting, but it does not demand formal reports, and does not inquire into future business resulting from the first contact. If it were to insist upon complete financial data, it would be invading the privacy of the individual business, and might

break down the confidence of the manufacturers with whom it must work. For these reasons, it is not possible to report the complete dollar value of contracts which the Division has influenced, or business which it has kept within the State. However, there are letters in the files of the Commission which show clearly that the business so influenced has mounted into many millions of dollars.

Toward the end of its first year of operation as a part of the Development Commission, the work of the War Industries Division involved the meeting of the urgent and growing need of the smaller manufacturer for assistance in dealing with problems of contract termination and reconversion to civilian goods. Federal government agencies are concerned only with the large, prime contractors, and deal only with them. The sub-contractors, who constitute a very large part of Connecticut manufacturing, are still in need of advisory assistance which the State can render. As the biennium ended, steps were being taken to provide that assistance, with one experienced man assigned exclusively to problems of contract cancellation and reconversion.

Inter-American Division

DURING the early part of 1944 a spontaneous demand arose among business and civic leaders in the State for action aimed at the fostering of closer relations between the people of Connecticut and citizens of Latin-American countries, and the publicizing of Connecticut and its resources among our neighboring republics to the South. After consultation with representative business and civic groups the Governor requested that the Development Commission set up a coordinated program for the building up of friendly contacts with the other Americas. It was suggested, among other things, that business and civic leaders from Central American and South American countries be invited to visit Connecticut.

In accordance with this request, arrangements were made with the U. S. Department of State and the Coordinator of Inter-American Affairs to extend invitations to distinguished Latin-American delegates to the Conference of Inter-American Development Commissions, held in New York in May 1944, to be the guests of Connecticut on a three-day tour of this State's industries and cultural institutions following the conference. As a result, 25 delegates, representing 11 of the Latin-American republics, came to Connecticut and toured the State on a timed-to-the-minute trip which put this State in the van of all others in founding and cementing its relations with Latin-America.

Connecticut's guests on the Latin-American Tour were first greeted at a reception in New York, the night previous to starting the trip through the State. On the three-day itinerary were stops and inspections in Greenwich, Stamford, Norwalk, Bridgeport, Stratford, New Haven, Meriden, Waterbury, Middletown, New Britain, Hartford, West Hartford, East Hartford, Storrs, Norwich, Groton and New London. Enroute, visits were made at Yale University, Wesleyan University, Trinity College, St. Joseph College, the University of Connecticut, Connecticut College and the U. S. Coast Guard Academy.

Committees representing the Manufacturers Association of Connecticut, local chambers of commerce, manufacturers' groups, educators, civic leaders, and several of the state departments cooperated with the Development Commission in making the Tour and the many local receptions successful from start to finish.

Unfortunately, it was not possible in the limited time allotted to show the delegates all of Connecticut's industrial centers, but the Tour was nevertheless comprehensive, and it firmly established this State in the minds of the delegates from Latin America as the most progressive and skillfully industrialized area of North America. The delegates voiced their high opinions of Connecticut

Below. Latin American businessmen and their guides visit Yale University campus on a 3-day tour of the state.

at the time of the Tour and have repeatedly expressed those sentiments in letters and telegrams subsequently received.

The Development Commission presented the delegates with souvenirs of their visit to Connecticut in the form of a photographic booklet and newspaper records reviewing the Tour, and since then has maintained contact with these "unofficial ambassadors" of Connecticut south of the border.

Said Nelson A. Rockefeller, Coordinator of Inter-American Affairs, concerning this Development Commission project: "The recent tour of Connecticut by a group of business leaders from the other American republics illustrates an important new trend in Inter-American relations. This is the trend toward increasing cooperation among the businessmen of the American republics. Today the natural resources of the Western Hemisphere are being mobilized in support of the United Nations' war effort on an unprecedented scale. When victory has been won on the battlefronts, the utilization of these resources for the normal economic development of the nations of the continent will require the greatest measure of cooperation between the businessmen of the various American nations.

"Connecticut's interest in inter-American relations and development work has special significance. It was the first statewide program of its kind and as such, has set a commendable example. Good Neighbor relations among the Americas will find most effective expression, and strike the deepest roots, if they are expressed in activities which are close to the people. That is what Connecticut's inter-American program does—it brings inter-American relations close to home."

With the basis of its international relations thus soundly laid, Connecticut through the Development Commission proceeded

then with plans for a long-range program to foster firmer economic, cultural and educational ties with Latin America. By the close of the biennium, the Commission had established close contacts with the Office of the Coordinator of Inter-American Affairs in Washington and had taken the initial steps toward establishing within itself the first Inter-American Center at the state level in the country.

By June 30, 1944, the Commission's plans for this new division had progressed to the point where a state-wide organization to assist in carrying on the work at the local level had been decided upon, this to include inviting the various chambers of commerce to act as Affiliate Inter-American Centers. It was also proposed to include in the program many of the service, civic, patriotic and religious organizations and groups which developed inter-American programs of their own to a greater or lesser degree.

The decision was also reached to name two committees, one on the foreign trade part of the program and the other on the cultural and educational phases, to work with the proposed State Center in an advisory capacity. These committees will consist of well qualified citizens representing a large variety of interests.

The Development Commission believes that by making Connecticut's inter-American program effective through an organization of this type it will be possible constantly to make new friends in Latin America, to publicize this State in the republics to the South, and generally to pave the way for post-war commercial relations.

Industrial Development

As an important part of its permanent function, the Commission has the duty of attracting to the State new manufacturing establishments which will fill existing plants and build new ones, so that the prosperity of this industrial state and a high level of employment may be maintained.

At the present time, this duty is a particularly pressing one, since many manufacturers are planning for their post-war locations. Inquiries regarding industrial plant space or locations are becoming more and more frequent, and such inquiries are certain

Below. Member of Commission staff inspects plans for a new enterprise planned for Connecticut.

to increase in the near future. The Commission not only conducts negotiations with industrial prospects but undertakes the necessary research to provide the facts necessary to effective sales promotional efforts. To this end, it maintains active contacts with industrial real estate brokers and with leading industrialists.

In times of depression the Commission has devoted much of its energy to attracting new industries to Connecticut plants that have become vacant. Looking forward to changed conditions in the post-war period, the Commission is now cataloging all industrial space in the State, whether in use or vacant. Plants are classified as to floor area, age, type of construction, and other essential factors—and rated as to estimated efficiency in use. Through the Commission's Washington office it has been possible to identify Connecticut plants in accordance with the classifications set up by the U. S. Census of Manufacturing.

Recognizing the fact that new plants must be built to maintain the State's industrial economy at a high level, the Commission has undertaken a state-wide survey of potential industrial sites and is preparing maps of all of the State's industrial communities to show possible sites for new manufacturing plants. The first of these maps has already proven to be of genuine value in attracting new industries to sites that had not previously been on the market as industrial property.

In all phases of industrial development work, the Commission cooperates closely with local chambers of commerce and others interested in the development of the State or of individual communities and with real estate brokers dealing in industrial properties. This cooperation results in the presentation to industrial prospects of a single, unified story and eliminates rivalries which might interfere with the important job of bringing more new industries to the State.

Left. Commission field man inspects deposit of strategic war mineral uncovered in the state.

Mineral Resources Development

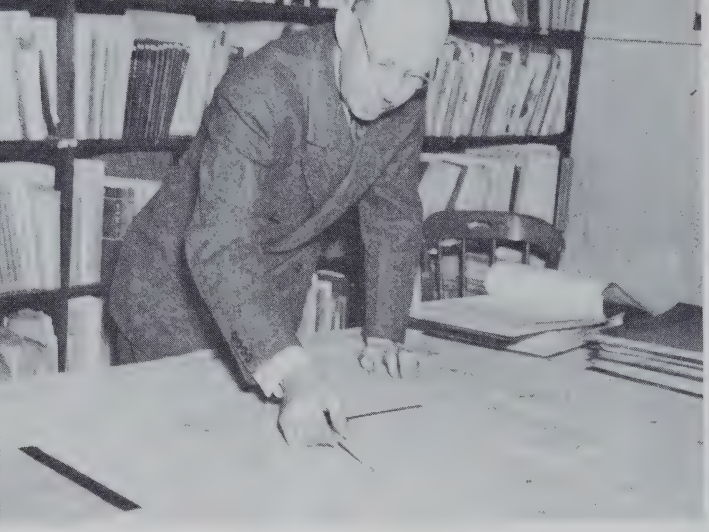
THE Commission has taken the initiative in locating deposits of raw materials occurring in this State. Particular emphasis has been placed on mineral products needed for war production. The Commission has aided materially in increasing the production of strategic mica, most of the supply of which formerly came from abroad, and is striving to develop these sources of industrial minerals for the supply of local industries. Largely because of the Commission's efforts, Connecticut production of sheet mica has been increased from 285,000 pounds in 1941 to over 1,000,000 pounds in 1944. In its mineral resources program the Commission has cooperated closely with such Federal agencies as the Colonial Mica Corp. and the U. S. Bureau of Mines. At the request of this Commission, the latter agency has spent $50,000 in the last 18 months in exploratory work within the State. The Commission has also taken the initiative in securing the cooperation of neighboring states for the development of the mineral resources of the region and played an active part in the formation of the New York and New England States Council on Mineral Industries. The Commission has sponsored conferences with representatives of Connecticut industry designed to acquaint them with the mineral resources of the State.

Research and Planning

Since all sound development and promotion work must be based upon a solid foundation of facts, research to develop these facts is an important part of the Commission's work. A large part of the work done by the research staff is in the development of facts needed to attract new industries to the State. Research is also important in the promotion of Connecticut agriculture, recreation and residence.

The Division also aids local communities through consulting service on community planning and zoning. The Commission is interested not only in aiding individual communities to solve their own problems of community development but also in aiding neighboring communities to set up harmonious zoning and planning which will aid the entire area. Such coordinated planning, involving several towns, is particularly important where a single manufacturing area extends over several towns. The Commission has aided in such inter-town planning in several parts of the State.

In line with its policy of cooperating fully with other agencies—national, state and local—the Commission has fostered and encouraged the development of civic groups within the State to plan for areas having common problems. A recent example of this type of cooperation is the active part played by the Commission in the setting up of the Association for Eastern Connecticut Development.



Left. A member of the research staff spots possible industrial sites for future development.

Washington Office

Because of the fact that many of the current problems with which the Development Commission deals are vitally affected by the programs and plans of the Federal Government, and because Federal Government operations are subject to frequent changes and revisions, the Commission decided that it would operate more effectively in behalf of the people of Connecticut if it could maintain contacts in Washington through a branch office. Accordingly, the Commission proposed the establishment of such an office on March 1, 1944. The request was granted and funds were set aside for the operation of the office for a period of one year. The office was established on April 1, 1944.

This office provides a wide range of statistical research services in Washington for the several departments and bureaus of the State Government, for chambers of commerce and other Connecticut interests. Activities also include coverage of legisla-

tive developments as they relate to important objectives of the Development Commission's program and of other State agencies.

Considerable success has attended efforts to open up channels to administrative and legislative sources of information in Washington. The active cooperation of more than ten Federal departments and bureaus has been secured in a series of studies bearing upon the impact of the war on Connecticut, and the problems anticipated during the reconversion period. These projects constitute precedents in Federal-State collaboration, and other states are indicating keen interest in the program as covering new ground in the field of public service.

Members of the State's Congressional Delegation have shown cordial interest and have welcomed opportunities to be of assistance in the Washington program of the Commission.

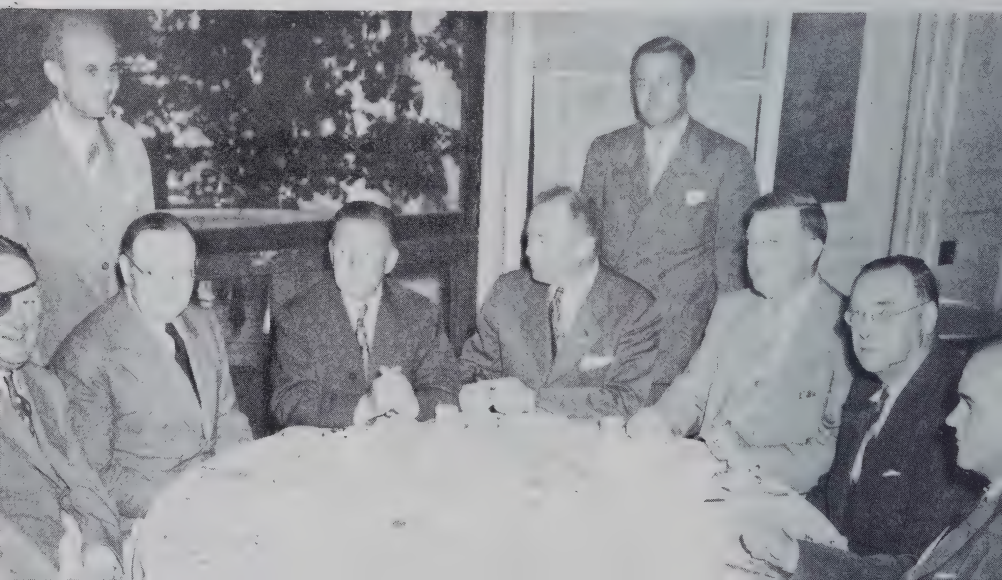
In line with the Commission's established policy in introducing new activities, the Washington office is operating well within a very small budget until its usefulness can be clearly demonstrated. The local staff consists of an able research statistician and a clerk-stenographer with some statistical training.

The office is under the direction of the Commission's Deputy Managing Director, who spends a portion of each month in Washington. The office is conveniently located in the National Metropolitan Bank Building, 613—15 St. NW. Its facilities for appointments and conferences have been made available to state officials and to other citizens of the State so far as circumstances will permit.

Aviation

RECOGNIZING the importance of aviation industry in Connecticut, and the favorable position occupied by the State with respect to air traffic, the Commission devoted special attention to problems connected with aviation during this wartime period. Particular attention was given to those phases of aviation which will require development after the war, if Connecticut is to maintain a position of leadership in an air age.

Below. Speakers' table at Airports Conference called by the Commission. Seated left to right: Willard B. Rogers, Chairman, Connecticut Development Commission; Lt. Governor William L. Hadden; U. S. Senator Francis Maloney; Francis S. Murphy, chairman of the Aviation Advisory Committee of the Development Commission; U. S. Senator John A. Danaher; Congressman John D. McWilliams; H. Ainsley Highman of the United Airlines of New England; and William J. Cox, state highway commissioner. Standing (left) William Bump, American Airlines; and Hervey Law, Civil Aeronautics Authority.



A special advisory committee, made up of leaders of various branches of aviation in the state, was set up to advise the Commission in its aviation program. This committee was headed by Francis S. Murphy, a member of the Commission who has been active in aviation in Connecticut personally, and through the great newspaper of which he is the general manager.

One of the aviation activities of the Commission, working through this advisory committee, was the investigation and publicizing of the future possibilities of Bradley Field near Hartford, a wartime Army Air Forces post, already extensively developed on land leased to the Federal Government by the State of Connecticut. Since the Army has not yet determined definitely its plan for this field after the war, the action that could be taken was necessarily limited to general planning and publicity.

The Commission has also taken an active part in promoting the development of existing airports, and in encouraging the development of new airport facilities. In August 1943, an airport conference was called in Hartford, which was attended by town and city officials and civic leaders from many Connecticut communities, as well as airline officials and others interested in the development of aviation. Local airport committees have been set up in over 30 towns under the stimulus of the Commission's Aviation Advisory Committee.

The Commission has been actively interested in the proposals of the various airlines for new services which would connect Connecticut with the West without the necessity of transfer at New York. In this, as in other matters affecting aviation, the Commission worked in close cooperation with local chambers of commerce and other civic groups. Along with such local bodies, the Commission appeared as an intervenor at hearings, held by the Civil Aeronautics Authority, on a petition of the United Airlines for service into New England, including a stop in Con-

necticut. The petition was granted and plans for the beginning of this new airline service await only the availability of equipment.

In addition to stimulating developments within the state which are designed to promote facilities for air travel and aviation industry, the Commission has taken steps to tell the nation about Connecticut's advantages in both phases of aviation. In 1943, the Commission published a 32-page booklet in four colors, "Connecticut—Center of Aviation," which traced the history of aviation in the state and told of Connecticut's important contributions to the industry in war and peace. This elaborately illustrated, factual booklet was sent directly to the principal executives of aircraft manufacturing firms throughout the country, and to others upon special request. Although it was not offered to the public at large, this booklet had been sent to more than six thousand persons interested in aviation by the end of the biennium.

The Commission advertised Connecticut's potentialities as a center for air travel, and as a location for aircraft manufacture in the leading aviation trade papers; and in addition, used aviation as a symbol of the state's modern outlook and opportunities in its general industrial advertising during 1943.

Recreational Promotion

THE judgment of the Commission in the preceding biennium, that recreational promotion could and should be continued to a limited degree in wartime, has been amply vindicated during this biennium. Despite the heavy volume of war production, there were many local communities which did not share in the state's industrial prosperity. Most of these had recreational assets, and many of them were largely dependent upon seasonal vacation business for their principal revenue.

Right. Main street of a Connecticut town largely dependent for its revenue upon summer recreational visitors.

The accessibility of Connecticut from great centers of population was, of course, an added advantage which the State possessed during a period of restricted travel. The Commission, in its advertising and publicity in behalf of the recreation and resort business, called attention continually to the variety of natural attractions that lay within easy reach in Connecticut. Advertising again was restricted to the Metropolitan New York area, which produces a large percentage of the vacation business done by Connecticut recreation communities in normal times, and which produced an even larger proportion of the business under wartime conditions.

As a result of consistent promotion by the State through the Development Commission, and by individual resort operators for their own establishments, Connecticut enjoyed a greater-than-normal volume of vacation business. The cumulative effect of this promotion can be gauged by the volume of inquiries resulting, year-by-year, from the Commission's recreational advertising. The total volume of such advertising has remained constant in recent years. The requests for literature as the result of recreational advertising in 1942 had totalled 7,385. In 1943 they had risen to 12,680; and by the end of the biennium covered by this report, on June 30, 1944, the total for the 1944 vacation season to that date was 18,783.

Post-season surveys have shown that the proportion of those who actually came to Connecticut, of those who inquired, remains constant or tends to rise slightly from year to year. It is apparent, therefore, that the Commission's advertising has been bringing more and more visitors to the State, and more and more revenue to those communities in which recreational business is an important factor in the local economy. It should be pointed out, too, that benefits from this type of promotion are not restricted to a few resort communities, but are widely spread throughout

the State, bringing added revenue directly or indirectly to practically all retail and wholesale businesses.

Although recreational business and travel do not bulk as large in the economy of Connecticut as in the states of northern New England, it is nevertheless a factor of very considerable importance here and is the principal source of income for a number of important communities. Connecticut enjoys a considerable volume of income and great enhancement of property values from those who come from other states to spend entire seasons in private summer homes which they lease or own, as well as from short-term vacationists who use resort facilities. Summer residents are included in the planning and promotion of the state's recreational resources, and they account for a very large portion of the state's recreational income.

The Commission has cooperated closely with the State Post-War Planning Board in the field of recreation as in other phases of the state's economy. The Chairman of the Development Commission serves as chairman of the Sub-Committee on Recreation of the Post-War Planning Board, and many members of that Sub-Committee are also members of the Development Commission's Recreational Advisory Committee.

As a part of its program to promote and develop recreational facilities for the people of Connecticut, the Commission cooperated with the State Park and Forest Commission in publicizing new state parks, and arranged for the placement of signs marking hiking trails near all the larger cities of the State.

Advertising

ONE of the principal functions of this Commission as outlined by the statute which created it was to ". . . collect, compile and disseminate information relative to the natural and economic resources of the state . . ." In following out this mandate, the Commission has continued to make use of paid advertising as well as the publication of descriptive literature, and has explored many avenues for publicity generally.

Below. Samples of advertisements which appear regularly in national publications, designed to attract new industries to the state.

COLLEGE IS MADE SURER FOR HIM
CONNECTICUT CITIZENS LEAD IN U. S. PATENTS
Connecticut does not like the word "DEBT"
LAMP for your tomorrow
Connecticut
THE STATE OF TOMORROW

Advertising during the current biennium has been of two types: (1) seasonal advertising of the state's vacation resources; and, (2) general advertising of the state as a good location for work and for living, with particular emphasis upon its advantages as an industrial location.

Vacation travel advertising for Connecticut has always been modest in amount as compared with other New England states. During the past two years it has continued in about the same amount as in peacetime years, but has been exceeded in quantity by the advertising of northern New England states, even though they were operating on restricted budgets. That this advertising accomplished its purpose is clearly indicated by the results in business done by Connecticut vacation resorts. Practically all such resorts did business which equalled or exceeded peacetime levels.

General advertising has been restricted largely to occasional use of space in *Time* magazine. Extensive use was made of the aviation industry as the theme and symbol of Connecticut's position as a modern manufacturing state. This was done with the double purpose of calling attention to the predominance of precision manufacturing, and of counteracting any feeling on the part of those in newer states than Connecticut that we, with our long history, might look backward rather than forward. With aviation as a symbol, the signature, "Connecticut, The State of Tomorrow," emphasized the state's modern outlook.

Publicity and Public Information

In addition to modest use of paid advertising, the Commission has continued to use all possible channels for publicizing the state through publications circulated nationally as well as through newspaper publicity.

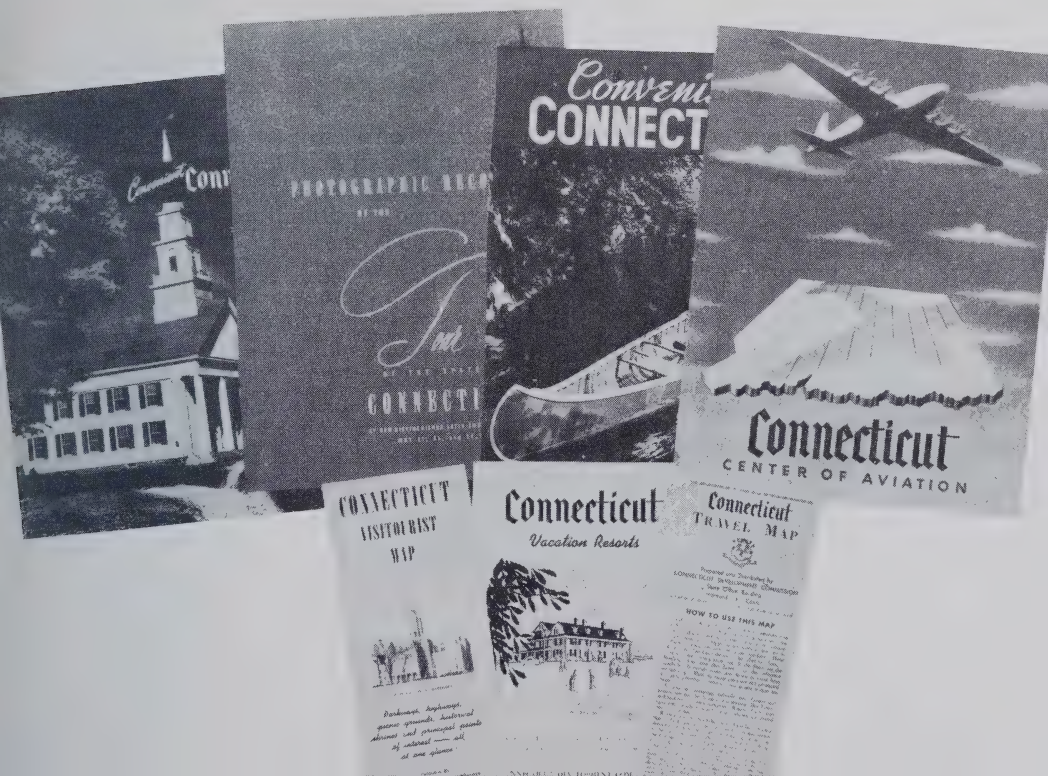
Recognizing the fact that photographs often tell more, and tell it more effectively, than mere words, the Commission staff has developed a library of photographs of the state which are superior in quantity and quality to any such collection previously. Photographs and facts about the state are made available to the publishers of encyclopedias, textbooks and magazines as well as to newspapers for feature sections.

Connecticut is publicized not only to the nation but also among those who become new residents of the state. Through the "Welcome Wagon Service" which calls on newcomers in many urban communities, lists are compiled of new residents and a letter of welcome, together with informative literature, is sent to each. Many letters of appreciation attest to the value of this form of hospitality for new residents.

Individual requests for general information about the state and its government, received directly by this Commission or referred by other departments, are answered by sending literature or by personal letter if the inquiry requires. During the past two

years, a large increase in such requests has been occasioned by the letters of service men in all parts of the world who are making plans for a future home in Connecticut. The Commission has also filled many requests by U.S.O. Clubs, Red Cross units and special service officers, for Connecticut material to remind soldiers of their homeland.

The Commission has made extensive use of press articles to keep the people of Connecticut informed not only of the activities of the Commission itself, but of economic developments in the state generally. The same broad approach to publicity in Connecticut for Connecticut people has been followed in the editing of the Commission's own monthly publication, "Connecticut Progress." During the two-year period, ten issues of this Commission publication dealt with phases of the Commission's own activities, and fourteen issues dealt with other subjects of general interest to the state and its citizens.

Below. Some of the free literature on the state published by the Commission for distribution throughout the nation.

Agricultural Development

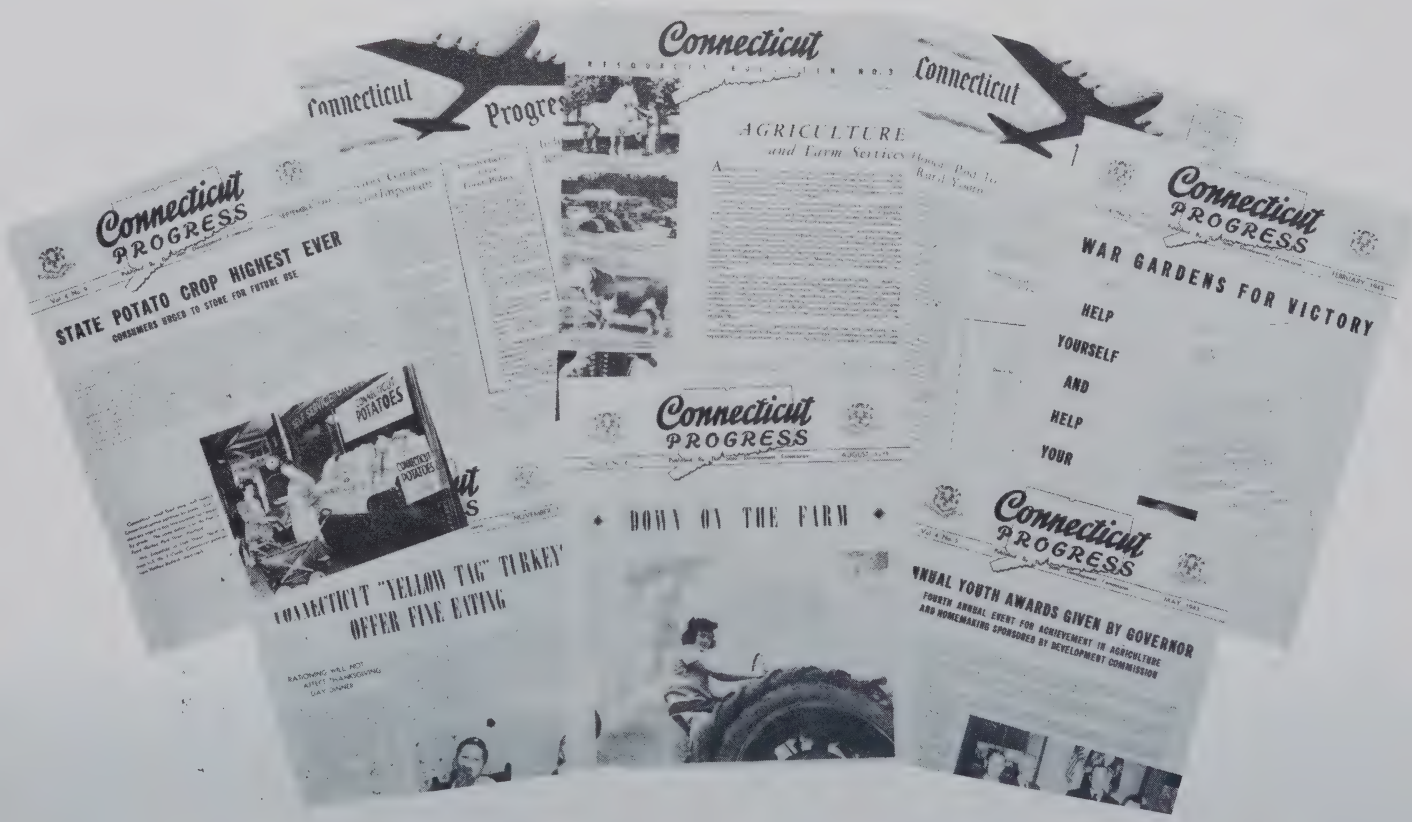
THE Development Commission has continually emphasized the interdependence of Connecticut agriculture and industry. Agriculture cannot prosper in Connecticut without industrial prosperity, because Connecticut industrial workers furnish the greatest market for this State's farm products. For this reason anything which is done to bring new industries to the State or to increase the prosperity of existing industries, which in turn is reflected in increased employment and good wages, has a direct bearing on the welfare of Connecticut agriculture.

Below. Governor Raymond E. Baldwin presenting a certificate to a 4-H Club winner of one of the Commission's Annual Awards for achievements by rural youth.

Through its publicity channels and through its advertising, the Development Commission has stressed the superiority of Connecticut farm products for Connecticut consumers. In many ways it has reinforced the standardization and grading program promoted and supervised by the State Department of Agriculture. In doing this, it has recognized the well-established fact that Connecticut farmers to derive the greatest income must specialize in the production and sale of high quality, perishable products for which nearness to market is a decided advantage.

The Development Commission realizes that to perpetuate the fine traditions and prosperity of Connecticut agriculture much attention must be given to rural youth training programs, such as those sponsored by the 4-H Clubs and the teaching of Vocational Agriculture in the high schools of the state. In order that the importance of both these programs and the dignity of agriculture as a profession may be better appreciated by the general public, the Development Commission has continued the presenting of the agricultural youth awards, which are granted each year to approximately 40 outstanding young men and young women who have distinguished themselves and demonstrated the essential qualities of rural leadership. It is significant that this practice, which was established five years ago and which has proven so popular among the rural youth of the State, is essentially a Connecticut custom.

The Development Commission has developed a program of greater coordination among agricultural groups of the State. This has necessarily had to be held in abeyance due to the exigencies of the war. These plans, which have been worked out in cooperation with agricultural leaders in the State, will constitute an important phase of the Commission's program of post-war agricultural development.



Some of the issues of the Commission's monthly publication, "Connecticut Progress," which were devoted to the promotion of agricultural products of the state.

Statistical Summary

	July 1, 1942 to June 30, 1943	July 1, 1943 to June 30, 1944
1. Average number of employees	16	21
2. Miles traveled by staff members on official business:		
Automobile	21,449	65,352
Train	20,521	35,005
Other	287	1,102
3. Telephone calls in and out	14,690	15,758
4. Business calls at office of Commission	1,309	1,147
5. Office calls made by members of staff	1,567	3,016
6. Mail inquiries received	26,327	35,802
7. Individual letters written	8,091	7,743
8. Circular letters prepared	83	52
9. Circular letters mailed	15,056	13,746
10. Circulars prepared	94	104
11. Circulars mailed	8,136	11,455
12. Bulletins or booklets prepared	27	31
13. Copies of bulletins or booklets mailed or distributed	131,217	185,164
14. Available vacant plants listed	16	5
15. Vacant plants withdrawn from market (by lease, sale or otherwise withdrawn)	75	14
16. Total number of plants on industrial list	155	146
17. Number of industrial prospects sent specific information	49	40
18. Number of industrial properties recommended (including duplicate mention of same property)	246	246
19. Number of towns aided in community planning	8	2
20. County industrial and town maps supplied	43	0
21. Resources maps distributed	542	969
22. Press articles prepared	34	369
23. Radio programs arranged or conducted	2	32
Number of stations participating	2	905
24. Commission meetings held	11	11
Average attendance	12	12
25. Other meetings arranged or attended	158	274
Total attendance at such meetings	26,614	27,208
26. Speaking assignments filled (not included in item 25)	38	47
Total attendance at such meetings	3,675	2,572

Statement Of
Appropriations and Expenditures

	JULY 1, 1942 to JUNE 30, 1943			JULY 1, 1943 to JUNE 30, 1944		
	Appropriation (With Transfers)	Expenditures	Appropriation Unexpended	Appropriation (With Additions)	Expenditures	Appropriation Unexpended
Personal Services	$37,940.00	$37,923.28	$ 16.72	$ 72,201.99	$ 68,347.66	$3,854.33
Contractual Services	31,030.00	30,861.84	168.16	67,360.70	66,758.58	602.12
Supplies and Materials	4,830.00	4,278.33	551.67	6,589.20	5,802.25	786.95
Equipment				10.00	0	10.00
Grand Total	$73,800.00	$73,063.45	$736.55	$146,161.89*	$140,908.49	$5,253.40

	JULY 1, 1942 to JUNE 30, 1943	JULY 1, 1943 to JUNE 30, 1944
Self-Raised Funds	$115.35	$60.43

*Includes $83,250.00 from the General Fund, $25,000 from the War Budget, $5,369.18 from the Governor's Contingent Fund, and $32,542.71 from the Governor's War Fund.

The Personnel of the Commission

	Term Expires
Willard B. Rogers, President and General Manager, The Bond Hotels, Hartford—Chairman	June 30, 1945
Francis S. Murphy, General Manager, the Hartford Times, Hartford—Vice Chairman	June 30, 1944
Joseph R. Neill, President, Watertown Manufacturing Company, Watertown	June 30, 1948
A. E. Payson, President, American Thermos Bottle Company, Norwich	June 30, 1948
John N. Dempsey, Putnam Water Department, Putnam	June 30, 1947
Parley C. Patten, Treasurer, Standard Card Clothing Company, Stafford Springs	June 30, 1947
John J. Egan, Secretary-Treasurer, Connecticut Federation of Labor, Bridgeport	June 30, 1946
William A. Gastler, Farmer, Durham	June 30, 1946
Charles E. Smith, Vice President, the N.Y., N.H. & H. R.R. Company, New Haven	June 30, 1945
Theodore H. Beard, Vice President, the Dictaphone Corporation, Bridgeport	June 30, 1944
Charles E. Rolfe, Assistant to the President, Southern New England Telephone Company, New Haven	June 30, 1944

Below. The men who make up the Development Commission. Seated: Charles E. Rolfe, Charles E. Smith, Willard B. Rogers, Chairman; Francis S. Murphy, Vice-Chairman; Joseph R. Neill. Standing: John N. Dempsey, John J. Egan, A. E. Payson, Theodore H. Beard, Parley C. Patten and William A. Gastler.

The Commission Staff

(As of June 30, 1944)

Administration

Sidney A. Edwards, Managing Director
Gladys R. Mitchell
Janet C. Vanderburgh

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Kenneth P. Gregg
Elmer R. Coburn
Stephen P. Hackley
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Rose M. Thomas
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*Gladwin K. Lusk
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Irene S. Baldwin

War Industries Division

Maurice E. Mayo
Sidney Eckstein
Harry E. Ashmore
Paul F. Kane
Bernice T. Hanley
Leah E. Corrette

* On leave of absence

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State of Connecticut

SECOND REPORT

OF THE

Connecticut Development Commission

December 1, 1940 to June 30, 1942

State of Connecticut

SECOND REPORT

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Connecticut Development Commission

December 1, 1940 to June 30, 1942

Printed under authority of Section 142,
General Statutes of Connecticut, Revision of 1930.

John M. Dowe,
State Comptroller.

STATE OF CONNECTICUT
DEVELOPMENT COMMISSION

STATE OFFICE BUILDING
HARTFORD, CONN.

December 1, 1942

Honorable Robert A. Hurley
Governor of Connecticut
State Capitol
Hartford, Connecticut

Dear Governor Hurley:

The Second Report of the Connecticut Development Commission, submitted herewith, highlights the policies, objectives and accomplishments of this Commission.

In submitting this report we desire to express to Your Excellency, to the many other State departments, and to many civic organizations, our gratitude for their unswerving support of our efforts.

Respectfully yours,

Willard B. Rogers,
Chairman.

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SECOND REPORT

OF THE

Connecticut Development Commission

The period of swift and sudden transition which is covered by this report is one which taxes to the utmost the ability of a Commission such as this one to fulfill the functions laid down for it. Many of the problems with which the Commission has dealt in the past have been totally changed in character, and some have almost reversed themselves as we have moved from an economy of over-supply and under-consumption to the reverse. Fortunately, however, the General Assembly which created this Commission had sufficient foresight to define broadly the responsibilities and functions assigned to the Development Commission, and to allow great flexibility in the handling of those functions.

The following report attempts to trace in broad outline the ways in which the Commission has pursued the aims outlined by the statute which created it, has adapted itself to the needs of a wartime economy, and has aided in the swift transition to an all-out war effort.

In this connection it may be well to call attention to a declaration of policy adopted by the Commission at its first meeting three years ago, which read: "Its policies shall be guided by a determination to mitigate, so far as is possible, the maladjustments to be anticipated from a distorted war-time demand, should such occur, and to aid in the process of orderly readjustment at the conclusion of a peace."

The war-time conditions foreseen at that time have confronted us, and this report will show in part the measures taken by this Commission to deal with them. The needs of post-war Connecticut lie in the future and constitute the greatest challenge now facing the Commission in the years ahead.

Another statement of policy, adopted in the beginning by the Development Commission, is also worthy of note in this connection. It reads: "No function of a developmental, promotional or research character shall be undertaken by this Commission which may be performed as well or better by other State departments or commissions or by other cooperating units."

True to this statement of purpose, the Commission has not engaged in any struggles for prestige or for extension of authority, and has willingly relinquished to Federal or State bodies emergency functions which they were better equipped to perform. It has cooperated willingly with other bodies set up for specific service in the emergency, and at the same time has kept in mind the long-range program for Connecticut which was, and is, its greatest responsibility.

INDUSTRIAL DEVELOPMENT

In normal times, one of the principal and successful functions of the Development Commission has been that of attracting new industries to the State. To this end, the Commission has maintained active contacts with sources of information on industrial relocation, such as industrial engineers and industrial real estate brokers, and has assigned both field and research staff members to the work of industrial plant location.

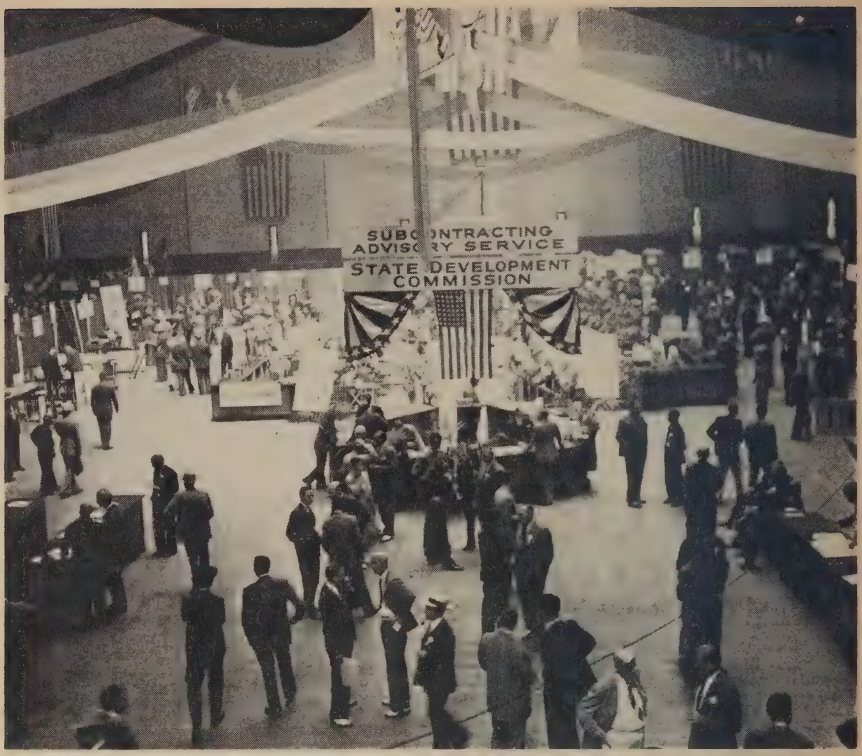
Here, as elsewhere, the Commission has avoided any duplication of functions performed by others and has worked in complete harmony and coordination with local chambers of commerce, the State Chamber of Commerce, State and county associations of manufacturers, the State Department of Labor, and other agencies of the State and Federal Governments. As indicated in earlier reports, the aim has been to maintain for Connecticut a sound, competitive position among the states in the matter of location of new plants and the holding of existing industries.

Here, too, the onrush of a war economy made profound changes, and challenged the Commission's ability to adapt itself to existing conditions. Plants which were involved in production for war were, in most cases, under too great pressure for immediate production to consider moving to a new location. On the other hand, industries that were dependent upon the civilian market and were not readily adaptable for conversion to war production found their immediate future too uncertain to justify relocation. The general tendency was to freeze industries into existing locations, even before the Federal Government took over supervision of locations.

Despite this trend there were some relocations and the Commission made sure that the case for Connecticut was well and completely presented. The research staff continued to maintain an index of all the pertinent facts on any vacant plant, which served as the basis for making attractive visual presentations to prospective buyers or lessors upon short notice. Such presentations were supplemented and made effective by personal calls by a member of the Commission's staff thoroughly acquainted with available plants and sites, and qualified by training and experience to present the case for a Connecticut location.

During the period covered by this report, several millions of square feet of plant space were put into use for manufacturing, and millions more of new plant space went into use.

In 1942 Federal restrictions upon the building of new plants produced a sharp reduction in new construction. Throughout the period, however, the Development Commission continued to help bridge the gap between the owner of a vacant plant or an industrial site on the one hand, and the industry seeking a location on the other. At the same time it has maintained the framework for a greatly expanded plant-locating service which may well prove invaluable in the economy of the State during the period following the present war.



New England's first Defense Production Clinic, sponsored by the Development Commission, and held in the State Armory, Hartford, August 21, 1941.

Apart from the work of bringing new industries into the State, the Commission also had duties in the direction of aiding existing industries. The principal need of Connecticut industry in the transition to a war economy was to have its services and facilities made known to those responsible for wartime purchasing; that is, to have the details of Connecticut's productive capacity laid before governmental procurement agencies.

In line with this need, the Commission developed and published two complete and comprehensive indexes of Connecticut's productive capacity. These indexes, designed for ready reference by procurement bodies, showed for each Connecticut manufacturer not only the type of goods manufactured under normal conditions but types of goods needed for war which he was equipped to handle. The "*Register of Manufacturing Facilities of Connecticut Industry for National Defense Procurement*," published by the Commission, is still in active use by Army, Navy and War Production Board procurement officials and by large government contractors seeking sub-contracting facilities.

To aid further in speeding war production by Connecticut factories, a census of idle or partly idle machines was made to find facilities that could be expanded in the emergency. This "*Idle Machine Hour Survey*" resulted in bringing together the plant with usable machine capacity and the Government agency seeking such capacity for the rapidly accelerating war production program.

In addition to finding the facts, the Commission retained a trained procurement agent who was in constant touch with manufacturing plants in the State, and could refer to them work of the type they were equipped to handle. This procurement agent also aided in finding idle machines which might be transferred to spots where they were vitally needed.

Typical of the Commission's services in the early phases of war production was the organization in Hartford of a State-wide "War Production Clinic" in August 1941, which brought together manufacturers equipped to handle large war contracts, Government procurement agents, and smaller plants adaptable to the production of parts under sub-contract. This one-day "Clinic," attended by more than a thousand Connecticut manufacturers, proved an important factor in the placing of orders for war production and in clearing up on the spot many production bottlenecks that had developed.

As industry swung over more completely to war production, the Federal Government developed the machinery for doing on a national scale many of the things which the Development Commission had been doing within Connecticut. When the War Production Board had reached the point of setting up local offices within the State which were equipped to render the type of service to Connecticut industry that had been rendered previously by the Commission, the Commission gladly stepped aside and made its findings and its facilities available to the Federal agency. In addition, the Commission placed at the disposal of the War Production Board its physical facilities and the services of its staff.

Relinquishment to the Federal agency of direct procurement work did not, by any means, end the services rendered to Connecticut industry by the Development Commission. It has continued to aid, in a variety of ways, the adjustment of Connecticut plants to the war program, particularly in the location of branch plants for Connecticut firms.

In its entire program of industrial advancement, the Development Commission has adapted its program to rapidly changing circumstances, and has continued to serve both the State and the national war effort effectively in a period of violent transition.

MINERAL RESOURCES DEVELOPMENT

Although the services performed by this Commission have been principally in the direction of developing the State's economic resources, the development of natural resources of the State also is within the scope of its functions. The Commission had long been interested in the commercial potentialities of Connecticut's greatly varied mineral deposits. In September 1941, three months before Pearl Harbor, the Commission had become concerned with the possibility of Connecticut's usefulness to the Nation as a source for strategic metals needed in our national defense program. Accordingly, the Commission requested the cooperation of Governor Hurley in setting up an advisory committee to assist in exploring and developing new or disused sources of valuable minerals.

The Mineral Resources Committee of the Development Commission, left to right: William Burns, retired mining engineer, Chairman; Kenneth P. Gregg of the Commission Staff, Secretary; Austin Purvis, representing Col. Fisher of the Defense Council; Prof. Edward L. Troxell, Trinity; Prof. William Agar, Columbia; Prof. J. B. Lucke, University of Conn.; Prof. Alan Bateman, Yale; Prof. Britton Gottsberger; and Prof. C. R. Hoover, Wesleyan (deceased).

At the Commission's request the Governor appointed a group of experts in mineralogy and mining to work with the Development Commission in developing Connecticut's mineral resources for war production. Funds were appropriated from the Governor's Contingent Fund and field men were assigned to work under the Commission's direction. Deposits were uncovered for such minerals as mica and beryl, tungsten and kyanite.

When war actually broke out in the Pacific, the principal foreign source was cut off for mica, a mineral needed in practically any piece of electrical apparatus involving motors, electric heat or electronics. Mica had been mined sporadically and on a limited scale in Connecticut for many years, but a new conception of Connecticut's potentialities for producing this mineral was needed.

Mining operations 200 feet below the surface in one of Connecticut's older mica mines. The Development Commission has cooperated with the Federal Government and private operators to open new mines and increase production in old workings for this strategic mineral.

Beginning without delay, the Development Commission, with the expert advice of its Mineral Resources Committee, explored potential mica deposits; devised a lease-option form which would permit the Commission to take options on the mineral rights in promising deposits, for sub-lease to qualified operators; and assisted with problems of machine procurement, labor supply, processing and sale of the product. Cooperating with a special Federal agency set up to deal specifically with this strategic mineral, the Development Commission has done pioneering work in developing American production of the higher grades of mica needed for electrical installations. As a result, Connecticut has become an important potential producer of this vital war mineral.

Although the case of mica best illustrates the effectiveness of the Commission's functioning in the field of natural resources development, the Commission's activities are not confined to that single mineral. *With the advice of the Mineral Resources Committee and the assistance of other State departments, the Development Commission has continued to explore new deposits or re-examine abandoned workings for mica and other strategic minerals; to call the attention of appropriate Federal agencies to the possibilities; to act as a coordinating body in getting mineral workings into production; and to aid in any way possible in putting the mineral products of Connecticut's hills to work for victory.*

AGRICULTURE

Despite the fact that there are several State departments concerned with the problems of agriculture, there is a broad and important field in which the Development Commission can and does serve a function of usefulness to those whose livelihood and way of life are agricultural.

In the field of public relations particularly, the Development Commission has a unique opportunity to interpret the problems and needs of Connecticut agriculture to Connecticut industry and busi-

Members of the Agricultural Advisory Committee shown above are: Seated, left to right, Julian Thayer, director, Farm Credit Administration, District 1; Walter T. Clark, director, A. A. A.; W. L. Slate, director, Connecticut Agricultural Experiment Station; S. McLean Buckingham, Watertown, and James B. Lowell, Canton. Back row, left to right, E. G. Woodward, Dean of Agriculture, University of Connecticut; E. B. Woolam, Warehouse Point; Dr. E. M. Bitgood, Deputy Commissioner of Domestic Animals; Dwight J. Minor, Bristol, chairman of AAA Committee for Connecticut; Charles B. Young, Wallingford, New York and New England Apple Institute; John Christensen, Wilson, chairman, Connecticut Marketing Authority; Ralph C. Lasbury, Jr., South Windsor, Connecticut Marketing Authority; Sidney A. Edwards, managing director, Development Commission; William A. Gastler, Durham, member Development Commission; Olcott F. King, Commissioner of Agriculture; Don Hammerberg, Milk Administrator; Frank H. Peet, Connecticut Agriculture Council; Dr. E. A. Perregeaux, University of Connecticut; Ray L. Hahn, supervisor of vocational-agriculture, State Department of Education; David A. Clarke, Milford, Connecticut Agriculture Council; Raymond Clapp, Agricultural Extension Service; John A. Brenneman, state coordinator, Soil Conservation Service, and Austin F. Hawes, State Forester. Those absent when picture was taken were: C. Marsden Bacon, Middletown, CMPA; Samuel H. Graham, Suffield, president Connecticut Farm Bureau Federation; Russel P. Hunter, superintendent, State Board of Fish and Game; Sherman K. Ives, Thomaston, Master, Connecticut State Grange; Frank Kearns, Hartford Production Credit Association; Joseph R. Neill, Watertown, member Development Commission; George L. Warncke, Wilton, fruit grower; William Fuller, Hartford shade tobacco grower.

ness. This the Commission has done in the period covered by this report. For example, it has published an illustrated bulletin on Connecticut agriculture which has had very wide circulation both within and outside the State. This lists in handy form for the first time sources of information on all of the many aspects of Connecticut agriculture. The Commission also lent its support to the publi-

Members of the Awards Committee with youth recipients and Governor Hurley take part in annual presentation of the Development Commission's Youth Awards. Left to right, Olcott F. King, commissioner of agriculture; Ernest H. Kenniston of West Cornwall, representing 20 Future Farmers of America; Dr. Alonzo G. Grace, commissioner of education; Dr. A. N. Jorgensen, president, University of Connecticut; Governor Robert A. Hurley; Sherman K. Ives, master, Connecticut State Grange; Samuel H. Graham, president, Connecticut Farm Bureau Federation and Miss Mildred Buell, Plainfield, representing 24 4-H Club members.

cation of the booklet "*A Graphic Picture of New England Agriculture*" which provided definitive information on the agriculture of the entire region.

"*Connecticut Progress*," the monthly publication of the Development Commission, published during the period of this report items of agricultural interest in 13 of its 16 issues, 20 articles in all, including four feature stories.

The Development Commission has also begun the organization of an Advisory Committee, composed of leaders of all branches of Con-

necticut farming who have been brought together for the first time under the auspices of the Commission to formulate a comprehensive and coordinated program for the promotion of Connecticut agriculture generally. This committee does not duplicate any functions already being performed. The need for it arises from the fact that State government agencies concerned with agriculture, as well as voluntary and cooperative groups outside the government, are almost universally specialized in some particular field. Seeing the need for a unified policy and promotional program for Connecticut agriculture as a whole, the Development Commission has set up an over-all committee which can be of genuine service to Connecticut agriculture.

Recognizing the fact that the future of Connecticut's farms is in the hands of those who are now coming to maturity in Connecticut farm homes, the Development Commission has continued its practice, begun in 1940, of extending special recognition to Connecticut farm youths. The Commission's Youth Award certificates for outstanding achievement in agriculture and home economics were awarded in 1941 to 43 young people, and in 1942 to 44, divided between members of the Future Farmers of America and of the 4-H Clubs of the State.

Because of its firm contacts with all phases of Connecticut's economic life, including business, industry and recreation, the Commission is in a position to assist agriculture in its industry-wide relationships with the public and with other types of producing groups, and it loses no opportunity to do so.

RECREATION

The business of supplying facilities and services for vacationists and summer visitors has long been an important one in this State. As a source of income for Connecticut residents, it is exceeded only by manufacturing and retail trade, producing more revenue even than Connecticut's extensive agricultural economy. So many and diverse are the ways in which recreation produces wealth in Connecticut, however, that no complete statistical measurement of this source of revenue is possible. The Commission did, however, undertake studies which indicate in general the importance of the recreational industry in the over-all economy of the State.

In order to find to what extent a recreational promotion program was justified in a wartime year, the Development Commission made a study of tax returns to determine the extent of this one indirect contribution to the State's revenues in fifty selected towns, which were known to offer fairly extensive facilities for recreation and summer residence. The extent of non-resident ownership of property was determined, and industrial or public utility property in this category was eliminated as far as possible, the remainder representing chiefly property used for seasonal residence and recreation.

In these fifty towns, the proportion of non-resident ownership to the total grand list was nowhere less than 19% and ranged as high as 77%. It was at once apparent that abandonment of recreation in wartime might threaten seriously the revenues of the towns included in the study, and to a lesser extent those of nearly all other towns in the State. On the grounds of preserving property values alone, a program designed to hold recreational business was clearly needed. And it was recognized that the tax revenue from recreational property represented only a small fraction of the revenue brought to Connecticut by summer visitors and vacationists. A careful study of the facts indicated, too, that recreational business did not detract in any way from Connecticut's contribution to an all-out war.

In the light of these facts, the Commission decided, after careful consideration, to continue recreational promotion during the season of 1941, and again in 1942. Advertising was on a small scale in comparison with that of other New England states and was concentrated

Members of the Recreational Development Advisory Committee shown above are: Left to right, standing: Ted Hilton, Moodus; Jack Banner, Moodus; Carlton G. Norton, New Preston; Fred C. Brown, Danbury; Byron H. Clark, Guilford; Russell P. Hunter, Superintendent State Board of Fish and Game; Charles E. Williams, New Haven; Jack O'Brien, Bridgeport; Merritt Treat, Hartford; B. S. Johnson, Bethlehem; Ellsworth Newberry, South Windsor; Paul V. Hayden, Willimantic and Donald D. Parry, Development Commission. Front row, seated; left to right: Frank A. Whipple, Hartford; Sidney A. Edwards, managing director, Development Commission; Willard B. Rogers, chairman, Development Commission; Clyde Jennings, Waterbury; and William H. Hunt, Bridgeport. Other members who did not attend the initial meeting of this committee at Hartford are: Thomas H. Desmond, Simsbury; Hilliard Hiller, Waterford; Harvey Hamber, Stamford; Curtis S. Johnson, Guilford; Irving Levowitz, Moodus (replacing Mr. Banner who has gone into the Army); A. V. Parker, State Park Department; Thomas Russell, Middletown; John D. Sibley, Middlefield; Joseph Watterson, New London; and John L. Wright, State Highway Department.

in the New York Metropolitan area. Connecticut is ideally situated as a recreational area in wartime because of its nearness to the great population centers, and emphasis was accordingly placed upon its convenience and accessibility with minimum use of travel facilities.

At the end of the 1941 vacation season, a mail survey was conducted to find out directly from persons responding to Connecticut vacation advertising how much vacation business they brought to Connecticut. It was determined that the average visitor, who responded to the State's advertising and came to Connecticut for a vacation, spent about $140 for a party of three. Projecting this average over the entire group of those who wrote asking for further information on the State, it became evident that the few thousand dollars spent by the State in advertising Connecticut's vacation attractions resulted in a third of a million dollars of direct business for Connecticut communities. As in other advertising, there were further results in business that could not be traced directly.

Despite the many restrictions placed upon travel, the Commission continued the promotion of recreational business in 1942, with the result that the recreational industry of Connecticut suffered less from wartime restrictions than was the case in other New England states. Individuals and firms whose business was dependent upon recreation were outspoken in their praise of the State's recreational promotion program. Preliminary surveys showed recreational business approaching normal in most communities and above normal in some.

The Commission did not restrict its recreational activities to the promotion of travel into Connecticut, but undertook also to point out Connecticut's recreational advantages for Connecticut people. This served the double purpose of aiding those whose livelihood is derived from vacation business in Connecticut, and of assisting Connecticut war workers who could not take vacations of normal length or travel far from their work. The Commission also provided information for Connecticut people on recreational opportunities which did not involve any commercial interests, as, for example, the issuing of free maps and guides for Connecticut hiking and skiing areas.

In its recreational program, the Development Commission has acted to protect an industry important in the State's economy against losses due to wartime conditions, and at the same time has helped Connecticut people to make more effective use of the recreational opportunities that are available within the borders of their home State.

SERVICE FOR CIVILIAN DEFENSE

The Development Commission worked in closest cooperation with the State Defense Council during the entire period covered by this report, and contributed a total of 6,825 man-hours of staff time to surveys, studies and preparation of educational material for the Defense Council. The Research Staff of the Commission was particularly useful in the planning of civilian defense measures, and for a period of more than a year has devoted more than fifty per cent of its time to work done for the Defense Council. Officials responsible for civilian defense expressed gratitude upon several occasions for these services rendered by the Commission.

The Commission Staff also rendered continuous services for the Defense Council in publicity and public relations. A member of the Commission staff arranged several series of educational programs on a State-wide network of radio stations, did the necessary assembling of data and preparation of scripts, and assisted in the staging of three weekly radio programs. This work finally reached such a volume that it seemed desirable to have the work done within the Defense Council's offices, and, at the request of the Defense Council, the Commission's Director of Publicity was given an indefinite leave of absence to serve in a similar capacity with the Defense Council.

Members of the Commission staff also served the Defense Council in a variety of other ways. News items on civilian defense were clipped from State papers and forwarded daily to the Defense Council. The Commission's Director of Research and Planning was appointed by the Defense Council as its representative in liaison with the Office of Emergency Management, and assisted in problems involving priorities for State agencies. Another staff member was a member of the Defense Council's Recreation Committee and assisted in a volunteer capacity in the work of the State Salvage Committee. The work of our Research Supervisor was recognized not only by his services as consultant to various committees of the State Defense Council, but also by his appointment as a consultant for the New England Regional staff of the Office of Civilian Defense.

The Development Commission has stood ready at all times to cooperate fully in the planning for defense against possible attack, and the extent to which the Defense Council has used the skilled services of its staff is one indication of the value of this Commission in wartime.

GENERAL PROMOTION

In addition to publicity and promotion for special aspects of the State's economy, such as industry, agriculture, real estate and recreational facilities, the Commission has been active in the promotion of the State in a more general way, and has served as a clearing house for information upon all phases of the State's life and activities. Inquiries are received on all conceivable subjects from all parts of the United States and from remote corners of the earth. Wherever possible, the Commission has developed printed literature to answer questions most frequently asked, and to provide essential information. Where any inquiry requires special information, however, it is given a prompt, personal reply. The Commission serves continuously as a point of friendly contact for any who seek information about Connecticut.

To provide in succinct form information on important aspects of Connecticut, the Commission published during the period of this report the first six issues of a series of "Resources Bulletins," simple, illustrated pamphlets, each with a summary of general information and listings of sources for more detailed facts. The following titles have been published to date: "Introduction to Resources Series," "Manufacturing," "Agriculture," "Residence," "Recreation," and "Education." These bulletins are not dated and are continuously useful, not only in spreading knowledge of Connecticut outside the State itself but also in informing Connecticut's own citizens about their State.

Within the State, the Commission has circulated its monthly publication "Connecticut Progress" which has covered not only the activities of the Commission but also aspects of the activities of Connecticut people which deserve special attention. During the period of the report, "Connecticut Progress" was expanded in size and the use of photographs has been greatly increased. The periodical is sent to schools and libraries and to State and town officials. It will be mailed free to any Connecticut citizen upon request.

Another opportunity for telling Connecticut people about their home state has been exploited fully by the Commission staff through the use of a special visual presentation of full-color Kodachrome slides, projected with a recorded commentary and musical accompaniment. This showing, which is mechanically unique, has been given the name "Story of Connecticut." It was built around an elaborate pictorial presentation of Connecticut scenes originally developed by a leading Connecticut insurance company and shown at the Eastern States Exposition. At the suggestion of the Commission, this showing was adapted for smaller groups with portable apparatus, and its use was made available to the Commission without cost. It has been shown by a member of the Commission staff to groups totalling more than 8,400 persons in various sections of Connecticut and in New York City.

These are but a few of the highlights of the general promotional program which is carried on continuously by the Development Commission for the State of Connecticut. News and feature stories have been developed not only for State papers but for newspapers in America's principal cities and for a large number of magazines. Particular attention has been given to the development of a comprehensive file of Connecticut photographs which is in continuous use by publications. No opportunity is overlooked for making Connecticut better known to its residents and to Americans generally.

In publicizing Connecticut, the Development Commission is serving not alone the pride which Connecticut people have in their State, but a broad economic interest as well. *With minimum expense, but with maximum use of every avenue for favorable publicity, the Development Commission serves to build and maintain sound public relations for the State of Connecticut as a whole.*

COMMUNITY AND REGIONAL DEVELOPMENT

The planning of communities for sound and healthy development is a function of importance and one in which the Development Commission serves in an advisory and stimulating capacity. The need for community planning does not end with the approach or onset of war, but the energies which are ordinarily devoted to long-range planning are likely to be diverted by the necessities of wartime.

The experience and skill of the Commission staff in the field of planning have been of very great use in providing for possible war emergencies such as the possible evacuation of city areas. The intimate knowledge of the many communities of the State, which was gained in the course of securing and compiling the information for emergency surveys, will be of inestimable value in the planning that will come with peace. Meanwhile, however, the Commission continues to encourage the development of local planning bodies, and urges that long-range plans be made even during wartime, and even though actual building and construction operations are largely at a standstill.

The Development Commission cooperates not only with zoning and planning agencies at the local community level, but also with national planning bodies. Contacts are maintained with such national bodies as the National Resources Planning Board for exchange of information and services, and with other interstate and regional groups.

Prior to the declaration of war, the Commission had well under way a simple but effective plan for the beautification of the State's principal highways in cooperation with the garden clubs of the State. Garden clubs sponsored plantings on principal highways in their own sections, the actual landscaping being done by the State Highway Department, and the Development Commission arranging for an identifying plaque to mark the planting. It is hoped that the plan

Members of the Aeronautics Committee of the Development Commission are: left to right, seated, Max J. Pollet, regional vice-chairman, American Airlines; William J. Cox, highway commissioner; Lyman Brainerd, Hartford Steam Boiler Inspection and Insurance Company and training officer for Connecticut Wing of Civil Air Patrol; Thomas H. Lockhart, commissioner of aeronautics. Standing, left to right, Sidney A. Edwards, managing director, Connecticut Development Commission; George Burke, public works commissioner; H. Ainsley Highman, executive assistant, United Airlines and vice-chairman of committee; E. Kent Hubbard, United Aircraft. Members not in picture are Waldo E. Clark, engineer-secretary of commissioners of steamship terminals; E. Robert Stevenson, editor-in-chief, Waterbury Republican and American and Howard Staub, commissioner of public works, New Haven. Insert, Francis S. Murphy, general manager, Hartford Times, chairman aeronautics Committee and vice-chairman of the Development Commission.

may be extended to principal highways in all parts of the State when peace returns.

Not only has the Commission worked in closest cooperation with purely community planning and civic bodies, but it has encouraged

the development of inter-community associations through which a number of local communities having common interests might band together for effective promotion. The Commission aided one such regional group which made an effective start during the period of this report. The Shore Line Association, comprising towns along the central Connecticut shore from Branford eastward through Lyme, did an effective job in promoting the recreational business of that area during a wartime year, and is continuing as a planning and promotional agency for year-around effort. The Commission has offered its advisory services to leaders in other Connecticut regions which might profit by such an inter-community organization.

Because of the vital importance of the aeronautical industry and aviation generally to Connecticut, the Commission created an Aviation Advisory Committee under the direction of a member of the Commission who had been closely identified with many phases of aviation for a number of years. This committee, which includes Connecticut citizens representing not only the aviation industry but also the broadest commercial and civic interests of the State, has concerned itself principally with the development of airports and landing fields within the State. Much of the work it has done was of such a confidential nature that it cannot be treated fully in a public report, but it can be said that in this field as in others the Commission is alert to the needs of the region, of Connecticut, and of the local communities within the State.

The Commission regards its functions in community planning not as those of a directing agency with authority to enforce its decisions, but as a stimulating and coordinating body, ready to offer its skilled services wherever they may be needed by the State's local communities.

CONCLUSION

This report can indicate only in broad outline the way in which the Development Commission has discharged the duties laid down for it by legislative act, during the critical period preceding the beginning of the war, and the first seven months after Pearl Harbor. In this time of swift and even violent transition, the responsibilities and activities of the Commission and its staff have been changed to meet changing conditions. Fundamentally, however, the duties performed have been those laid down at the founding of the Commission in 1939. While these duties have changed in detail, they have not changed in regard to their ultimate objectives—the building and maintaining of sound economy for the State as a whole.

In the industrial field, emphasis has been shifted from the work of bringing new industries into the State to that of holding present industries now and after the war. In addition, the Commission has done much to aid smaller industries in adjusting themselves to a wartime economy, and has taken an active part in accelerating the conversion of Connecticut industry to war production.

Similarly, in the fields of agriculture, residence and recreational development, the Commission has aided in successful adjustment to wartime conditions, and at the same time has continued to work toward the long-range objectives of the State's economic development. Because the recreational business particularly was threatened with loss due to wartime conditions, special effort was made to promote the State's interests in this field.

Although not in itself a war agency, the Development Commission has made its information and the skilled services of its staff available to war agencies in many ways and on many occasions. Some of the services performed, as for example those for the armed forces, are confidential and cannot be discussed in this report. Nevertheless, the value for war of facilities designed originally to serve peacetime functions is at once apparent.

In keeping with its legislative charter and its original statement of policy, the Development Commission has worked in the closest harmony with other agencies, private and public, which operate in the same or related fields. It has functioned as a stimulating, coordinating and cooperating body rather than pre-empting any field of development for itself, and has worked in complete harmony with other public agencies and civic or commercial bodies in developing and promoting the State's economic resources.

Viewing its functions in terms of the future, the Development Commission has as its first and immediate aim, of course, that of every public-spirited citizen and every governmental agency, the winning of the war at the earliest possible moment. Since its responsibilities in the State Government clearly include research, planning and development at long range, however, the adjustment of the economy of the State to post-war conditions will be given study and consideration in the near future. It is apparent that post-war planning in Connecticut will demand much of this Commission, and that it must plan actively and aggressively now for post-war readjustments if it is to fulfill the functions laid down for it. This long-range objective will unquestionably assume greater and greater importance as the war progresses toward a victorious conclusion.

CURRENT PUBLICATIONS OF THE CONNECTICUT DEVELOPMENT COMMISSION

CONNECTICUT INVITES YOU

A photographic booklet of Connecticut scenes with comments by nationally famous residents of Connecticut.

VISITOURIST MAP

A picture map of particular interest to casual visitors, arranged to show at a glance principal highways, parkways, picnic grounds, hiking trails, historical shrines and points of interest. Designed to permit the vacationist to make the most of his visit to historic Connecticut.

POINTS OF INTEREST

A booklet listing principal points of current and historical interest for each of the 169 towns (townships) of Connecticut. Conveniently arranged for quick reference, "Points of Interest" is an ideal supplement to the "Visitourist Map" as a guide for visitors to the State.

CONNECTICUT HIGHWAYS

The most complete, large-scale map of Connecticut available for motorists. Shows all State Highways and secondary roads, with locations of towns and villages. Separate city maps show best routes through the State's principal cities.

CONNECTICUT RESOURCES BULLETINS

No. 1 Introduction—General summary of the economic, social and natural resources of Connecticut, introducing this series.

No. 2 Manufacturing—A brief summary of the history and present importance of manufacturing industry in Connecticut. Illustrated with recent photographs of typical manufacturing operations in Connecticut factories.

No. 3 Agriculture—An outline of the historic development and present status of agriculture in Connecticut, with photographs of typical farm scenes and farming operations. Includes lists of official agencies concerned with various phases of agriculture in Connecticut.

No. 4 Residence—A descriptive folder indicating the types of residential communities and home settings available in Connecticut. illustrated with photographs of typical new homes and some of the hundreds of historic homes that have survived since Colonial times. Lists publications available from many local communities in various sections of the State.

No. 5 Recreation—Of particular interest to those who may be planning New England vacations, this descriptive folder outlines recreational opportunities in Connecticut and lists publications of other State departments of particular interest to vacationists and visitors. Illustrated with typical scenes of outdoor recreation in Connecticut.

No. 6 Education—Description of public and private educational facilities in Connecticut with a brief outline of the history of education in the State. Illustrations show typical schools.

No. 7 Historic Homes—A summary story of old Connecticut houses that are still intact. Includes list of historic homes that are open to the public, with details on visiting hours.

HIKING TRAILS MAPS

Small sketch maps of marked hiking trails, one showing all of the principal through trails, and detailed maps showing trails in vicinity of following cities: Bridgeport, New Haven, Hartford, Waterbury and New Britain-Meriden. Reverse side of each map has brief description of trails.

CONNECTICUT SKIING

Sketch map showing ski slopes and ski trails. Description of facilities on reverse side.

Note: All of the above literature is available free upon request.

RESOURCES AND TRENDS MAPS

The following are small sketch maps, each designed to show a particular factor in the natural resources of the State or its political economy:

Outline Map Showing County and Town Lines
Political Subdivisions (Shows boroughs, cities, fire districts, school districts, etc.)
County Homes in Connecticut
Local Tax Rates (1939)
Planning and Zoning Authorities
State Police Protection
Trade Schools
Penal Institutions
Gas Distribution
Natural Watersheds
Railroad Lines
Population Distribution
Public Water Supplies
Major Land Use Map (Shows location of agricultural, wooded and urban areas)
Altitude Map
Geological Map—Glacial Deposits
Geological Map—Major Rock Formations

CONNECTICUT PROGRESS

A monthly publication featuring current developments in the several fields of activity in which the Development Commission functions. Will be mailed free to any Connecticut resident upon request.

STATISTICAL SUMMARY

		July 1, 1940 to June 30, 1941	July 1, 1941 to June 30, 1942
1.	Average number of employees	14	16
2.	Miles traveled by staff members on official business:		
	Automobile	66,732	44,249
	Train	16,444	17,941
	Other	982	575
3.	Telephone calls in and out	14,540	15,672
4.	Business calls at office of Commission	1,416	1,800
5.	Office calls made by members of staff	1,989	2,226
6.	Mail inquiries received	19,429	26,445
7.	Individual letters written	8,523	8,799
8.	Circular letters prepared	65	112
9.	Circular letters mailed	9,662	21,027
10.	Circulars prepared	45	166
11.	Circulars mailed	6,368	39,781
12.	Bulletins or booklets prepared	48	30
13.	Copies of bulletins or booklets mailed or distributed	124,345	140,466
14.	Available vacant plants listed	16	35
15.	Vacant plants withdrawn from market (by lease, sale or otherwise)	23	40
16.	Total number of plants on industrial list	341	215
17.	Number of industrial prospects sent specific information	303	79
18.	Number of industrial properties recommended (including duplicate mention of same property)	1,418	597
19.	Number of towns aided in community planning	18	11
20.	County industrial and town maps supplied	42	188
21.	Resource maps distributed	686	261
22.	Press articles prepared	224	135
23.	Radio programs arranged or conducted	36	18
	Number of stations participating	203	196
24.	Commission meetings held	12	12
	Average attendance	12	13
25.	Other meetings arranged or attended	238	257
	Total attendance at such meetings	17,120	29,709
26.	Speaking assignments filled (not included in Item 25)	46	98
	Total attendance at such meetings	3,917	9,924

Note: Where actual figures were unavailable for entire period, conservative figures have been used.

STATEMENT OF
APPROPRIATIONS AND EXPENDITURES

	July 1, 1940 to June 30, 1941			July 1, 1941 to June 30, 1942		
	Appropriation (With additions and transfers)	Expenditures	Appropriation Unexpended	Appropriation (With additions and transfers)	Expenditures	Appropriation Unexpended
Personal Services	$30,988.00	$30,950.09	$ 37.91	$39,090.00	$39,077.74	$ 12.26
Contractual Services	23,402.00	23,392.60	9.40	33,460.00	30,115.75*	3,344.25*
Supplies and Materials	3,449.00	3,214.23	234.77	5,405.00	5,159.58	245.42
Equipment	240.00	225.49	14.51			
Resources and Trends Study	2,000.00	1,999.31	.69			
Grand Total	$60,079.00	$59,781.72	$297.28	$77,955.00	$74,353.07*	$3,601.93*

	July 1, 1940 toJune 30, 1941	July 1, 1941 to June 30, 1942
Self-Raised Funds	$194.00	$179.75

*$2,560 set aside for emergency from Contractual Services appropriation at request of Governor. This figure is not included in the total expenditures for Contractual Services and grand total expenditures.

THE PERSONNEL OF THE COMMISSION

	Term Expires
Charles E. Rolfe, Assistant to the President, Southern New England Telephone Co., New Haven, Chairman	June 30, 1944
Francis S. Murphy, General Manager, The Hartford Times, Hartford, Vice-Chairman	June 30, 1944
John J. Egan, Secretary-Treasurer, Conn. Federation of Labor, Bridgeport	June 30, 1946
William A. Gastler, Farmer, Durham	June 30, 1946
Willard B. Rogers, President and General Manager, The Bond Hotels, Hartford	June 30, 1945
Charles E. Smith, Vice-President, The New Haven Railroad, New Haven	June 30, 1945
Theodore H. Beard, Vice-President, The Dictaphone Corporation, Bridgeport	June 30, 1944
Joseph R. Neill, President, The Watertown Manufacturing Company, Watertown	June 30, 1943
A. E. Payson, President, The American Thermos Bottle Company, Norwich	June 30, 1943
Paul V. Hayden, Power Engineer, Connecticut Light & Power Company, Willimantic	June 30, 1942
Francis C. Luce, Vice-President and General Manager, Cyril Johnson Woolen Mills, Stafford Springs	June 30, 1942

Members of the Development Commission in 1941-1942 were: Seated, left to right, Charles E. Smith, New Haven; John J. Egan, Bridgeport; Charles E. Rolfe, chairman, New Haven; Francis S. Murphy, vice-chairman, Hartford. Standing, left to right, A. E. Payson, Norwich; Theodore H. Beard, Bridgeport; Francis C. Luce, Stafford Springs; William A. Gastler, Durham; Paul V. Hayden, Willimantic; J. R. Neill, Watertown and Willard B. Rogers, Manchester.

ACT CREATING THE CONNECTICUT DEVELOPMENT COMMISSION

From 1939 Supplement to the General Statutes, Chapter 121b

Sec. 798e. **Members.** There is created a commission to be known as the "Connecticut Development Commission." The commission shall be composed of eleven members who shall be appointed by the governor on or before July 1, 1939, and who shall represent the various business and economic interests in the state and shall always include at least one resident from each county in the state and one representative of labor. The members shall hold office for five years, except that in the original appointments two members shall be designated to serve for one, two, three and four years, respectively, and three members for five years. The governor shall, annually, designate one member of the committee to be chairman. On or before July 1, 1940, and annually thereafter, the governor shall appoint successors to the members whose terms expire in such year. The governor shall fill any vacancies that may occur for the unexpired portion of the term and he may remove any commissioner as provided in section 13e. The commission shall have authority to call in the responsible executive head of any state department, board or commission in consultation for the purpose of advising and cooperating in the preparation and coordination of plans of said commission.

Sec. 799e. **Expenses.** Director. The members of said commission shall receive no compensation for their services thereon except as hereinafter provided, but their necessary and actual traveling expenses incurred in the performance of their official duties shall be paid by the state. The commission shall appoint, with the approval of the governor, a director who shall be experienced in industrial operation, development and research, and who shall also serve as secretary to said commission. In the selection of a director, preference shall be given to a person who shall have been a resident of the state for at least two years. He shall serve at the pleasure of the commission. Said Director shall have general charge of the development and research program and shall perform such other duties as the commission shall prescribe and shall direct all other activities of the commission. He shall devote his entire time to the duties of his office and shall be paid such salary as may be determined by the commission subject to the approval of the commissioner of finance and control. Subject to the provisions of chapter 105a, said director shall appoint such assistants, experts, technicians and clerical staff as the commission may deem necessary for the efficient conduct of its work.

Sec. 800e. **Duties.** The commission shall (a) study and investigate conditions affecting Connecticut industry, business, commerce, agriculture, recreational and residential facilities and promote and encourage the preservation, expansion and development of such industry, business, commerce, agriculture, recreational and residential facilities within and without the state; (b) promote and encourage the location and development of new industry, business, commerce, agriculture, recreational and residential facilities in the state; (c)

collect, compile and disseminate information relative to the natural and economic resources of the state; (d) cooperate with promotional and research groups and associations, with agencies of the state and its political sub-divisions and with agencies of the Federal government and other states, in the execution of its duties. Each officer, board, commission or department of the state government shall assist said development commission in the performance of its duties, and the commission shall have access to all available information collected by any state agency.

Sec. 801e. **Regulations.** Within fifteen days after it has been appointed by the governor, said commission shall meet and formulate plans for carrying out the provisions of this chapter, and meetings of the commission shall be held at least once a month and at such other times as the chairman shall deem necessary. The commission is empowered to adopt rules and regulations for putting into effect the provisions of this chapter, which rules and regulations shall not be inconsistent with the provisions hereof. The commission shall make a written report of its activities to the governor annually on or before the fifteenth day of December and such other special reports as the governor may request from time to time.

Sec. 802e. **Receipts.** The commission is authorized to receive, and, upon order of its chairman, to pay over to the state treasurer, any moneys from any source, including contributions made for the purposes of said commission by individuals, corporations or associations, or any amounts from the sale of any printed matter or other material. Such receipts when so turned over to the state treasurer shall become part of the general fund of the state; and the commission is authorized, upon the order of its chairman and subject to the approval of the comptroller, to expend for its purposes such receipts. The commission is further empowered to enter into a contract or contracts from time to time for the purposes of this chapter, such obligations to be met from any appropriation or other funds made available to it, as herein provided.

Sec. 803e. **Appointments.** The provisions of section 798e relating to the appointment of members of said commission in the year 1939 shall take effect May 31, 1939.

THE COMMISSION STAFF

Managing Director
Sidney A. Edwards, Portland

Director of Research and Planning
Kenneth P. Gregg, Hartford

Director of Publicity and Recreation
Richard B. Walsh, Southington*
Donald D. Parry, Wethersfield, Acting Director

Industrial Research Associate
Elmer R. Coburn, Waterbury

Field Representative
Stephen P. Hackley, Stratford

Procurement Agent
Thomas P. Ashton, Waterbury*

Office Manager
Gladys R. Mitchell, West Hartford

Public Relations Assistant
Gladwin K. Lusk, Avon

Research Assistant
Mary A. Wilson, Hartford
Richard J. Ordway, Middletown

Junior Engineering Aid
Clarence M. Bacon, New Britain

Stenographers
Mary E. Hannifan, Hartford
Jane C. Kendrick, Windsor
Dorothy Larson, Portland
Elizabeth M. Ryan, Newington
Shirley B. Trude, Hartford

Typist
Irene S. Baldwin, New Britain

*On leave of absence.

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FIRST REPORT

of the

STATE DEVELOPMENT COMMISSION

JULY 1, 1939 to NOVEMBER 30, 1940

State of Connecticut

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FIRST REPORT

of the

STATE DEVELOPMENT COMMISSION

JULY 1, 1939 to NOVEMBER 30, 1940

Printed under authority of Section 142,
General Statutes of Connecticut,
Revision of 1930.

JOHN M. DOWE,
State Comptroller

STATE OF CONNECTICUT
DEVELOPMENT COMMISSION

STATE OFFICE BUILDING
HARTFORD, CONN.

December 14, 1940

Honorable Raymond E. Baldwin
Governor of Connecticut
State Capitol
Hartford, Connecticut

Dear Governor Baldwin:

On behalf of the Connecticut Development Commission I have the honor of submitting to Your Excellency the First Annual Report of this Commission.

The report undertakes to outline the origin and purposes of the Commission and the approach which was adopted in attacking the objectives assigned to it. It summarizes the methods employed and illustrates these with some of the high-lights of the record. It endeavors to state pertinent facts with sufficient detail for sound analysis and approval and to present them in such a way that accurate conclusions as to future policy may be made.

As Chairman, I should like at this time to make grateful acknowledgment to you, personally, for your untiring efforts in our behalf and the confidence you have repeatedly expressed in the work of this Commission.

Respectfully yours,

CHARLES E. ROLFE,
Chairman

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REPORT OF THE
DEVELOPMENT COMMISSION
STATE OF CONNECTICUT

July 1, 1939 to November 30, 1940

In recent years the citizens of an increasing number of states have come to realize the need for orderly, effective development and promotion of state resources. Special agencies have been established to supply the facilities necessary to secure these objectives. This movement gained momentum following the depression, with its reduced public revenues and the economic dislocation resulting from industrial migration and technological displacement of manufactured products and processes. A contributing cause in some instances was the effect of grave public disaster, such as hurricane, flood and drought.

In 1933 six states had appropriated funds for development purposes. During the legislative sessions of 1935 seven states were added to the list. By the end of 1937, 32 states had taken similar action and 1939 found 39 states with development programs.

An estimated $5,000,000 was appropriated by the various states for development work in 1939. In addition, city governments appropriated more than $10,000,000 for advertising and for industrial bureaus. During that period more than 100 cities were advertising their advantages. There is also a large annual expenditure by regional promotional agencies of a private character. Typical of these are the New England Council representing the six New England states, the Southern Governors' Conference representing eleven Southern states, and the Industrial West, Inc. representing the joint promotional efforts of eleven Far Western states.

The trend in respect to these developments is graphically illustrated in the tables and charts appearing at the end of this report.*

The prime object of these state promotional efforts has been to attract new manufacturing enterprises, to stimulate travel trade, to induce new residence, and to enlarge the demand for agricultural products. In a number of cases, well organized state planning programs have been incorporated with development activities. The net effect of these multiple promotional campaigns was to bring to bear upon the economic resources of Connecticut a series of competitive forces of most serious implication to the welfare of the people of this State.

It would be difficult to overstate the degree and intensity of this interstate economic struggle. Connecticut was absolutely defenseless against heavily financed and well organized state governmental agencies

*See Pages 35, 36, 37, 38 and 39.

aggressively engaged not only in attempting to deflect from Connecticut the natural flow of new manufacturing enterprises but deliberately seeking to induce long established Connecticut concerns to relocate their operations in other states. These facts may be fully established by referring to original correspondence and other exhibits addressed to executives of Connecticut manufacturing concerns and in the files of this Commission.

The Connecticut Legislature at the session beginning in 1935 took cognizance of the situation by setting up a Publicity Commission, the purpose of which was to consider the problems created by the advertising campaigns of other states and to introduce a program designed to combat their adverse effects. No provision for funds was made in the enabling statute and, of course, effective results were limited.

In 1937 the Publicity Commission was granted $10,000 and this fund, although efficiently employed, was most inadequate for the purpose.

Governor Baldwin in his inaugural address of 1939 strongly recommended an expansion of the activities of the Publicity Commission to include the systematic development of industrial resources as a State function. Again, in his budget message of the same year he urged the creation of a State commission to develop the commercial, industrial and agricultural resources of the State. At the same time he advocated a balanced budget and a pay-as-you-go policy as two means of furthering these ends.

In line with these recommendations the Act establishing the Connecticut Development Commission was enacted in May 1939, the general objective of which was stated to be "to encourage and aid in the development of industry, agriculture and residential and recreational facilities within the State."*

The purposes of the Commission are more specifically defined in Section 1 of the enabling statute, which is quoted as follows:

> Section 1. The Commission shall: "Study and investigate conditions affecting Connecticut industry, business, commerce, agriculture, recreational and residential facilities and promote and encourage the preservation, expansion and development of such industry, business, commerce, agriculture, recreational and residential facilities within and without the State.
>
> "Promote and encourage the location and development of new industry, business, commerce, agriculture, recreational and residential facilities in the State.
>
> "Collect, compile and disseminate information relative to the natural and economic resources of the State.
>
> "Coöperate with promotional and research groups and associations, with agencies of the State and its political subdivisions and with agencies of the Federal Government and other states, in the execution of its duties.
>
> "Make a written report of its activities to the Governor annually on or before the 15th day of December and such other special reports as the Governor may request from time to time.

*See Page 40 and 41, Act Creating the Commission.

The Legislature appropriated a fund of $60,000 for the biennium beginning July 1st, 1939, to carry forward the work of the Commission. This fund was supplemented by $41,880 from the Governor's contingency fund as shown in the financial statement.* Judged by precedents of other states the funds thus made available were very conservative. As applying to Connecticut, however, it was believed that the appropriations should be adequate for initiating the work of the Commission and demonstrating its intrinsic value.

In August, 1939, the Governor appointed the eleven members of the Commission as required by statute. The terms of office were for five-year periods except as otherwise provided. The membership represented each of the eight counties of the State as well as each of the major economic interests, namely: Agriculture, Industry, Commerce, Business and Labor. The names of the members of the Commission and their respective terms of office are shown elsewhere in this report.**

The first tasks of the Commission were the selection of the executive personnel, the setting up of orderly procedures of administration, the adoption of general policies, a plan of organization and a program. It was also necessary to secure office facilities and install suitable equipment.

In view of the general nature of objectives as defined in the Act of Establishment, it was once realized that a sound line of attack must be adopted in order to avoid becoming involved in fruitless, impractical outlays of time and money. This was more especially the case because of the difficulty of correctly sensing the rate of actual progress in the direction of profitable results. Accordingly, it was necessary to narrow the very broad purposes of the Act to those definite objectives which seemed reasonably attainable within the limits of the budget. A statement of Purposes, Policies and Code of Rules was adopted at the first formal meeting of the Commission,*** and at the ensuing meeting a comprehensive plan and program were also adopted together with a chart of operations setting up the several operating divisions and sections and a program applying to each of these.

In the light of experience already gained the Commission believes that the course originally charted was sound and that the careful, detailed planning which characterized its labors in the beginning materially contributed to constructive results in line with the intent of the State Legislature. To objectively illustrate the basis for this conclusion some of the more significant activities of the Commission's program during the period under review will be outlined under the following heads: Industry, Agriculture, Recreation,—and as applying to each of these,—Planning, Research and Publicity.

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*See Page 25, Statement of Appropriations and Expenditures.

**See Page 26, Personnel of Commission.

***See Pages 27-34, Purposes, Policies and Code of Rules.

INDUSTRIAL DEVELOPMENT

Industrial development in Connecticut is basic to the proper development of agriculture, residential and recreational facilities and all other resources upon which the welfare of its citizens depends. It was to be expected that chief attention would be given this important factor in the Commission's promotional efforts. Industrial development was organized and directed along the lines of a professional industrial engineering service supported by a research section. This service was operated under three major heads, namely:

1. A factory locating service, the purpose of which was to open up and develop opportunities for the introduction into the State of desirable new manufacturing enterprises.
2. A service designed to aid in the preservation and expansion of manufacturing establishments within the State.
3. A service directed toward the industrial exploitation of the undeveloped mineral resources of the State.

A factory locating service, as the term is employed by this Commission, requires the seasoned skills of the industrial engineer, the business executive, the advertising expert, the economist, and the statistician; and since the task in the present case must be performed in large measure in close cooperation with public agencies and private organized groups and individuals, the functions of the experienced coordinator and public relations counsellor are also indispensable.

It can be stated that almost coincident with the appointment of the executive staff, the factory locating service of the Commission began to function. In a very short time important channels had been opened to the sources of prospects or "leads" for plant location or relocation. At the same time the industrial advantages of the State, both quantitatively and qualitatively, were being secured and compared with other states in order to develop reliable and convincing sales arguments for Connecticut locations.

The methods employed by the Commission were direct mail, personal interview and publicity. The facts required for a sound choice of location have been flowing into the offices of industrial executives throughout the country and to metropolitan industrial real estate brokers, bankers, industrial agents and others responsible for the selection of plant location. Hundreds of specific prospects for plant location have been uncovered.

In May of the present year a field representative was added to the staff to assist in making contacts and following up prospects for plant location. Inquiries have been handled promptly and comprehensively. There is conclusive evidence that this service has proved of genuine value to this State.

Since October 1, 1939, when the executive staff was appointed, many manufacturing plants have located in the State, others are erecting new factories, while still others are negotiating for plant facilities or sites. These concerns have already provided employment for several thousand workers.

In the negotiations leading up to certain of these results, the Commission played an important role. Executives do not decide upon new factory sites without most careful study. The "incubation period" is often a matter of months, or even years. Conferences with many agencies and committees, both State and local, as well as with individuals are required before decisions can be reached.

Emphasis has always been placed upon this part of its work and in evaluating relative contributions to the common result the Commission cannot differentiate between its own efforts and those of others.

Of special significance is the fact that in creating this Commission the State did two things: it recognized the growing competition among states for manufacturing enterprises; and it provided the instrument through which for the first time the collective efforts of its citizens may be directed toward the protection and development of those vital resources.

Safeguarding the industrial enterprises which Connecticut already possesses and furthering the profitable expansion of these in every possible way is considered a prime duty of this Commission. The Commission has sought in this, as in all its industrial activities, to employ practical and objective methods. On several occasions it has collaborated with citizens' committees in endeavors to assist in the retention of manufacturing enterprises facing corporate liquidation or removal from the State.

In one instance it was directly responsible for saving a very large and important manufacturing concern which, without the direct intervention of the Commission, would have ceased operations. On another occasion it aided in securing for Connecticut the location of a large branch factory necessitated by the expansion of an important Connecticut corporation.

Other services being rendered to Connecticut industry apply to the shift of major industrial activity from peace-time production to that of production for National defense,—the grave possibility of which was anticipated by the Commission in setting up its program. While the Commission aims at a steady development of non-defense industry, nevertheless in the present situation it is imperative that any and all resources, either of men or machines which may not be otherwise more effectively employed, be put to work at the earliest moment in production needed in the rearmament program.

In May of the present year the Commission instituted steps to bring to the attention of Government and prime Government contractors a large number of operating plant facilities in Connecticut which would

be suitable for defense industry. This work was much enlarged when the industrial development activities of the Aeronautical Development Commission were delegated to this Commission in August of the present year. As will be shown later in this report, many Connecticut manufacturers have already benefited by this service which is being rapidly expanded.

The Commission has recently added to its staff a field technician with the title of "Procurement Agent" whose work is to assist Connecticut manufacturers, particularly the smaller ones, in qualifying as subcontractors in the manufacture of products essential to National defense.

Another field of industrial development relates to the opportunities inherent in the mineral resources of the State. Connecticut possesses some of the best iron ores in the world. Analysis also shows that some of these are especially adapted to the new technique of powdered metallurgy. A special advisory committee is now assisting in a program designed to utilize these ores in powdered form. The Commission can report that in calling attention to the potentialities of Connecticut iron deposits it was responsible for an enterprise to reopen the Ore Hill Mine in Lakeville which was abandoned in 1915. It is hoped this will be the forerunner of similar developments of large proportions.

Engineering reports indicate that this State possesses one of the largest and purest deposits of kaolin or china clay in the United States. In quality it ranks with the best kaolin produced in Europe, millions of tons of which were annually imported before the onset of the present war. Negotiations are proceeding with large out-of-state manufacturers for the establishment of plants in this State to utilize not only kaolin but also Connecticut silica, limestone, mica and feldspar.

Looking back over the fourteen months of industrial operations during which it was required to "build from the ground up," the Commission's efforts have been characterized by careful planning, sound research, proper coordination and prompt and efficient execution. Generally, it can be said that a projection of the industrial methods and policies now employed, tested by the experience already secured, should bear fruit in a better balanced and enlarged industrial pattern for the State. It is encouraging to note that there are at the present time a large number of industrial possibilities having the close attention of the Commission which promise developments of tremendous benefit to the people of Connecticut.

It is, of course, expected that the time will come when Connecticut industry will be required to revert to non-defense production. It is vitally important that the State anticipate so far as possible the problems which this will entail and strive to cushion the shock when it comes. The Commission is very definitely alert to this necessity and is already planning its industrial policy with this end in view. This report has already discussed the prompt steps taken by the Commission in adjust-

ing industrial policy and program from a peace-time to a war-time basis. It will be equally concerned to function effectively when the occasion arises for reversing this procedure.

AGRICULTURE

The prime importance of agriculture to the permanent development of all other major resources of the State is obvious. But it is equally true that the best hope for a prosperous Connecticut agriculture lies in an increased consumption of Connecticut farm products resulting from expanding industrial production in this State. For this reason, it can be said that the program for industrial development already outlined in this report constitutes the Commission's major contribution to agriculture. What it has done and is doing to the end that the industrial economy of Connecticut may be stimulated and expanded is interpreted as directly and indirectly advancing the well-being of the farming community of the State. On the other hand, it is equally true that a plentiful supply of farm products close at hand makes for reduction in living costs for the industrial worker, thus promoting industrial development by increasing the advantages of Connecticut locations for industrial enterprises.

A clear recognition of the vital interdependence of agriculture and industry in Connecticut is the key to the Commission's policy in its efforts for developing both of these great resources.

In the realm of agricultural development, aside from the very important industrial approach already mentioned, it is not easy to define the proper functions of this Commission. This is because the field for many years has been comprehensively served by great agricultural agencies both of the State and Federal governments. However, it was the belief that the Commission could perform certain functions of promotional nature not already covered by the agenda of established agricultural departments, bureaus and educational institutions. After consulting with many agricultural leaders in the State a plan was worked out which would supplement existing farm programs and aid in coordinating these with the Commission's efforts to develop the State's industrial, recreational and residential resources. This program called for: developing broader market outlets for Connecticut's officially graded and identified farm products; development of a broader market for Connecticut's forest products; the exploration of possible advantages of part-time farming; and the encouragement of future rural leadership.

In assisting in the development of markets for farm products the Commission has worked closely with the State Department of Agriculture, the University of Connecticut, and various farm organizations throughout the State. Consumer groups have been apprised of the quantity and quality of native farm products and the economy as well

as the satisfaction to be derived from purchasing local products which are fresh, palatable and carefully graded according to official State standards.

Apple growers, poultrymen and turkey growers have sought and received the cooperation of the Commission in developing advertising and merchandising programs financed by the growers themselves. The State Purchasing Department has cooperated and where possible has favored the purchase of Connecticut farm products for the use of State institutions.

Interviews between leading hotel managers, large wholesale buyers and representatives of agricultural organizations, resulting in subsequent sales, have been arranged by the Commission as part of its everyday work.

It is extremely difficult to estimate the practical value of this type of service but the fact that farm groups of the State are looking to the Development Commission to assist in working out certain of their marketing problems is significant.

In developing a market for forest products the Development Commission has cooperated with the Connecticut Forest and Park Association and the Yale Forestry School in a limited survey to discover the present and potential use of various types of hardwood by Connecticut industries and the possibility of supplying those needs with the native product. The results in the form of a 25-page report were widely distributed in the hope that sales would be stimulated. The Commission is now sponsoring a survey covering the balance of the State recently undertaken by the State Park and Forest Department and the U. S. Forest Service.

The disposal of one hundred million board feet of hurricane lumber of all descriptions has been a particularly aggravating problem which has taxed the ingenuity of many State and Federal agencies and although much progress has been made there is still ten million board feet of hardwood awaiting a buyer.

The matter of encouraging part-time farming is viewed with concern by certain agricultural groups because it is feared that this will greatly aggravate marketing problems, particularly in times of depression. Although studies made by the University of Connecticut do not support this contention, it is a fact that the development of good roads and the universal use of the automobile has encouraged a shift of population from cities to rural communities. The widespread purchase of farm property for country estates and summer homes is another aspect of the same general trend toward suburbanization.

Some believe that the solution of this problem can be advanced so far as agriculture is concerned by a practical application of the principles of up-to-date community planning and by land classification according to use, with tax levies so based that the interests of industry, agriculture and residential ownership may be enhanced.

A cultural phase of the agricultural program aims at the development of future rural leadership. There are in Connecticut at the present time 8,400 boys and girls engaged in 4-H Club work and 500 older boys receiving vocational instruction in agriculture through twenty Smith-Hughes high schools of the State.

These youths are testing their fitness for farm life by direct application. They are doing a dignified job and they are continually studying how to do that job better. Through various forms of competition they are matching their skill with others engaged in the same type of work.

Various types of agricultural organizations are lending their encouragement to this effort because these young people represent the best hope of maintaining competent farm leadership in line with the high tradition of Connecticut.

Under sponsorship of this Commission the State of Connecticut has given official recognition to the outstanding achievements of these youths. Last May at a ceremony held in Hartford, 43 selected boys and girls ranging in age from 16 to 21 years were the guests of the State and received Connecticut Youth Award Certificates appropriately inscribed and signed by the Governor. Those meriting this honor were nominated by the various county club agents and teachers of vocational agriculture and the final selection was made by a committee on awards composed of Chairman Olcott F. King, Commissioner of Agriculture; Dr. A. N. Jorgensen, President, University of Connecticut; Dr. Alonzo G. Grace, Commissioner of Education; Samuel H. Graham, President, Connecticut Farm Bureau Federation; and Sherman K. Ives, Master, Connecticut State Grange.. The Development Commission plans to make this ceremony an annual event.

With slight modification it is the purpose to continue and broaden the program as outlined but any sound plan for advancing Connecticut agriculture involves continuous study and proper coordination on the part of all those concerned with the best interests of this great resource. The plan must be sufficiently flexible to meet new situations as they arise, particularly insofar as it relates to the part which Connecticut agriculture must play in National defense.

RECREATIONAL DEVELOPMENT

The recreational facilities of the State represent a major resource and are therefore subject to systematic development. These facilities are not understood solely as sources of financial revenue however important these may be. In a much larger sense their chief value to Connecticut lies in the opportunities which they afford for maintaining a high order of mind and body in the mass of our people. The outstanding scenic beauties and points of geographical interest, the vivid historical associations, the facilities for healthful sports, all combine to pro-

vide ideal means for the development of the State's human resources which of course comprehend and transcend all others.

In a narrower economic sense these resources contribute to the financial revenue of a large number of citizens. Estimates released by the United States Travel Bureau indicate that Connecticut's gross income from recreational business in 1938 amounted to $76,000,000 and in 1939 it had increased to $90,954,000. Every community in the State may be said to benefit from this business.

The Commission therefore feels that a wise exploitation of the recreational facilities of the State will serve to obtain for Connecticut a reasonable share of the travel dollar and also serve to focus the favorable attention of many out-of-state people upon the fine residential and industrial environments which the State provides.

Significant in this connection is the information furnished by a former State Tax Commissioner indicating that were it not for the revenue derived from non-resident property owners, 61 Connecticut towns would have experienced great difficulty in meeting their annual running expenses.

One of the chief points of inquiry expressed by executives considering industrial location in the State relates to its advantages as a place to live. There can be no doubt whatever as to the competitive advantages which Connecticut possesses in this particular and the Commission is making full use of the fact in promoting industrial development of the State.

The foregoing sensing of oportunities inherent in our recreational facilities indicates the lines along which the recreational program of the Commission has been directed. It has sought to encourage people of other states to spend their vacations in Connecticut and take up permanent residence here, to expand recreational and residential areas, to develop salt water fishing and other sports, and to aid civic organizations in a movement to further beautify Connecticut's public areas and principal highways.

In order to encourage residents of other states to visit Connecticut, the Commission instituted an advertising campaign during the spring of 1940 designed to stimulate interest in Connecticut's recreational and residential advantages. This campaign was conducted in the leading metropolitan newspapers upon the advice of the Commission's advertising counsel. With limited funds for advertising purposes, the Commission believed that the greatest proportionate gain could be secured from such a campaign through concentrating on the greatest available market, the area within a 300-mile radius of Connecticut.

As a result of this program thousands of inquiries covering travel, vacation and residential opportunities in Connecticut have been received and promptly answered.

Results of a survey covering the business of inns, summer hotels and camps of the State conducted at the end of the 1940 vacation season

indicate an average increase of 14% in 1940 over that of 1939. 76% of the replies expressed the view that the efforts of the Development Commission had been helpful.

The Commission has rendered whole-hearted cooperation in the promotion and publicizing of festivals and celebrations. Typical of these events were the Middlefield Apple Blossom Festival, the Colchester Old Home Day Celebration and the opening of the Ocean Beach Park at New London.

In cooperation with the garden clubs of Connecticut and the State Highway Department the Commission has developed and instituted a plan for beautification of Connecticut highways. Under this plan local garden and civic clubs have undertaken the responsibility of planting dogwood and laurel along the highways. During the past fall thirteen clubs in Fairfield County have completed the initial planting along the Merritt Parkway, and seven other clubs have already signified their desire to sponsor similar plantings along the Wilbur Cross Parkway as the progress of construction permits. This movement in which the clubs provide the plants, the Highway Department the planting, landscaping and maintenance, is meeting with much enthusiasm and requests for participation are coming from other sections of the State. The time is anticipated when the beauties of Connecticut laurel, dogwood and apple blossoms will be as widely appreciated as the famous cherry blossoms of our National Capitol or the orange blooms of warmer climates.

Generally, in respect to its recreational development program, the Commission believes it may well continue present policies. However, the Commission visualizes the need and opportunity for better organized recreational programs in which the State may very properly take the initiative and it is hoped that the future will afford opportunities for systematic effort with this end in view. The main purpose would be to make available to the largest number of our citizens the superb facilities afforded by Connecticut for that healthful and cultural employment of leisure so essential to a sound social economy.

PUBLICITY

The importance of publicity to the promotional efforts of the Commission needs no emphasis, especially in view of the precedents established by other states to which reference has previously been made.

The ground-work for this activity of the Commission was laid by the excellent work of the former State Publicity Commission. Of course a first essential to constructive results in this field was the development of cordial work relations with the two great media of news dissemination:—the public press and the radio.

The Commission has been able to provide newspapers and magazines, within and without the State, including many of the great metropolitan publications, with informative and timely news concerning in-

dustrial, agricultural, recreational and residential development. While the bulk of the informational and news releases has been aimed at markets outside Connecticut, the Commission wishes to acknowledge at this time the whole-hearted cooperation which it has received from all Connecticut daily and weekly newspapers. At the same time, the Commission would like to express its appreciation to the many famous artists and internationally known celebrities, who have selected Connecticut for their homes, and who have assisted greatly in publicizing their adopted State. Their collective willingness to tell others of their esteem for Connecticut and cooperate in the Commission's promotional program has been extremely helpful.

In the field of radio the Commission has arranged or conducted 66 radio programs broadcast by 805 stations. As the majority of these programs were broadcast over networks, the resultant publicity for Connecticut was not only local but national in character. Many of these radio programs were introduced for the benefit of other State departments, for numerous Connecticut towns and cities and for organized private groups.

Another type of publicity employed was the publication of booklets, maps and other literature used in response to direct requests for information about Connecticut.

Statistical information concerning the publicity program of the Commission is given later in this report.*

In concluding this outline of publiicty activities, it is conservative to say that these have stimulated national interest in, and appreciation of, the State of Connecticut; its attractiveness to the vacationist and to the prospective resident; and its opportunities for industrial and agricultural enterprise. It is also the hope that these efforts may have resulted in some degree, at least, in creating a keener appreciation on the part of our own people of the privilege of calling Connecticut their "Home State."

PLANNING

Planning is interpreted not as an end in itself but as an extremely practical tool for the effective promotion and development of state resources.

Planning functions fall under two main heads, namely:

1. Planning as related to organization, policies and program of the Commission.
2. Planning as applying more specifically to the effective organization of state, regional and local civic groups for the purpose of efficient long-range planning programs.

Under the head of planning as relating to the immediate work of the Commission, the initial step was to work out in detail and adopt at the first regular meeting of the Commission a definite plan of organiza-

*See Page 24, Statistical Summary.

tion, policy and program. The activities of the Commission as set forth in this report may be said to illustrate this plan very objectively. Its scope is indicated by the fact that it anticipated the abnormal conditions created by the ensuing war emergency and its flexibility is shown by the prompt adjustment of program which was possible in meeting new conditions thus created.

The Commission has been cognizant of the importance to the State of a well organized and directed program of long range state, regional and community planning in the broad meaning of the term.

"Planning in this sense," as stated by the National Resources Planning Board, "involves systematic research—putting facts together to sketch possible lines of policy. It means finding the fewest possible points where group action can be applied to provide full use of our local, state, regional or national resources. It is the direct opposite of regimentation. It represents organized forethought—growing out of voluntary cooperation—based on research and facts, and always limited to advice to the elected representatives of the people.

"This type of advisory planning has made great headway during recent years at all levels of government. There are now more than 1,700 towns and cities which have developed some form of planning or zoning. Some 400 county planning agencies have been set up in the last few years and 27 groups of counties or districts are organized for planning endeavor. State planning is going forward in 45 states, with legislative authority in 40 cases. Funds made available this year by state legislatures and governors for state planning work exceed $700,000."

The orderly development of every community in Connecticut is essential if agriculture and industry are to prosper and accomplish a full realization of the possibilities inherent in our human resources. It must be recognized that real orderly growth is rooted within the small community and the small neighborhood of the larger city.

If these basic units are well planned and their capital expenditures based upon a sound program of development, an orderly growth in the larger areas is more attainable especially for the region and for the State. On the other hand, the haphazard development of a community very often creates a tax burden that minimizes industry's chances to succeed, resulting frequently in serious repercussion upon the economic fabric of the community.

For this reason, the Commission has lent practical aid in establishing, planning and zoning in all communities in the State which requested such assistance.

Working in close cooperation with the National Resources Planning Board the Commission has organized local meetings to consider community planning and zoning and has supplied prominent authorities to address such gatherings. The importance of this type of planning is entirely out of proportion to the efforts which the Commission has thus far been able to exert. It is expected that future activities in this direc-

tion on the part of the State government will more nearly measure up to the imperative need which undoubtedly exists.

The purpose of the Legislature in setting up a State Development Commission was to conserve and expand the wealth-producing facilities of the State thereby enlarging economic opportunities for all. It follows that a first and continuing requirement to this end must be a comprehensive program of economic planning in order that public efforts to develop the resources of the State may proceed along lines best calculated to attain desired results within the framework of a system of free enterprise.

RESEARCH

The work of the Research Section, as already indicated, constitutes a very important element in all phases of the development program. No sound promotional effort is otherwise possible, for it is only as a result of careful determination of fact that sound conclusions may be drawn by the Commission as to policy and program. This especially is the case when advice is sought by business executives whose decision as to the location of a manufacturing establishment must be based upon reliable comparative information as to available plant facilities, labor conditions, wage scales, housing, transportation, power, markets, climate and a multitude of other factors of physical or economic character which are primary to a wise choice of plant location.

The importance which the Commission attached to this phase of the program may be gained by referring to the "Purposes, Policies and Code of Rules."*

Among the more important accomplishments of the Research Section was the preparation of a plant index with supporting data covering more than 300 vacant industrial plants representing 95% of the total vacant plants in the State. This undertaking which was incorporated in the original program was substantially completed within 60 days of commencement of operations. It constituted the first plant inventory on a state-wide basis and as such has served as a precedent for the Development Commissions of other states. The Research Section has also largely completed an atlas of manufacturing plants operating in the State,—an extension of a W.P.A. project originally undertaken in 1937.

It was evident almost from the start that there was need for a listing of available industrial sites in this State to supply information to out-of-state industrial executives seeking appropriate locations for new construction. This was a project of large proportions, but steps were promptly taken to meet the need, and at the present time a list of over 300 properties has been compiled and this is rapidly being augmented. These sites vary in size from a fraction of an acre up to several hundred

*See Page 27-34, Purposes, Policies and Code of Rules.

acres and are scattered throughout the State. Some are in sections where industrial lands can be had for a nominal sum while others are in industrial centers where land costs are high. They are all needed to meet the varied requirements of prospects.

With the onset of the Federal rearmament program, the War Department, Hartford Ordnance District, the U. S. Air Corps Procurement Division and other National defense agencies requested and were granted the use of the facilities of the Commission's Research Section as applying to plant facilities and, in this respect, the Commission has made a real contribution to the National defense program.

In response to requests of the industrial development division, the Research Section has supplied plant data in over 1500 specific instances. This figure, of course, includes duplicate references to identical plants. From what has been said it follows that the Commission, in line with its original plan, has provided one of the most important factual requirements for an intelligent plant locating service for the State, namely, an inventory of industrial properties available for development.

Another important requirement to the factory locating service of the Commission was accurate statistical data and sound interpretation of these in dealing with economic factors of plant location because, when reduced to lowest terms, the problem was one of striking a just balance between geographical possibilities of Connecticut in comparison with those of one or more competing states.

Of the hundreds of inquiries dealing with plant location which have been received by the Commission, no two have presented the same set of circumstances and hence have required individual statistical treatment and interpretation of fact. The Commission's services of a statistical character include advice as to the supply of labor skills, wage rates, labor disturbances, tax structure, corporate regulations, insurance costs, natural resources, transportation and power rates and facilities, and market potentialities. Manifestly, time will be required to build a statistical service fully adequate to the need, but it is felt that a real beginning has been made and there is ground for the belief that Connecticut is at some advantage on this score when comparison is made with research facilities supplied by other state development commissions.

Reference has previously been made to the research program of the Commission as applying to National defense. It is important to touch upon another phase of activities in this field. When the industrial development functions of the Aeronautical Development Commission were delegated to this Commission in August of the present year, one of the first steps was the preparation of a listing of Connecticut plant facilities suitable for the production of aviation materiel. This effort was immediately enlarged to cover ordnance and other requirements of Government procurement agencies and prime contractors or sub-contractors. This listing, which was completed within six weeks, was sent

to all appropriate Government defense agencies and to a large list of prime Government contractors.

That it served a very useful purpose is conclusively indicated by many favorable letters in our files. Among those Governmental agencies testifying to its value are: Rear Admiral John H. Towers, Chief of the Bureau of Aeronautics, United States Navy; Paymaster General, Bureau of Supplies and Accounts, U. S. Navy; Chief of Ordnance, War Department; Hartford Ordnance District, War Department; William S. Knudsen, Advisory Commission to the Council of National Defense; Colonel R. M. Jones, District Supervisor of the Eastern Procurement office of the U. S. Army Air Corps; and Robert H. Hinckley, Assistant Secretary of the U. S. Department of Commerce.

Many Government contractors also state that this service has been of genuine value. Typical of these are: Sperry Gyroscope Co., Inc.; RCA Manufacturing Company, Inc.; Douglas Aircraft Company, Inc.; Pratt & Whitney Aircraft Division of United Aircraft Corporation; Fairchild Aviation Corporation; Bell Aircraft Corporation; Wright Aeronautical Corporation; Pratt & Whitney Division of Niles-Bement-Pond Company; and the British Purchasing Commission.

On the strength of this response, the Commission now has in process a supplementary survey of Connecticut plant facilities and products applying to defense industry. This listing will be far more comprehensive than that originally issued and it is expected to prove of proportionately greater value.

Before concluding this section of the report it is extremely important to acknowledge the valuable aid contributed by other agencies in our research work. Particularly is this the case with reference to what may be termed "economic research."

As stated in the Act establishing the Commission, it was the intention of the Legislature to utilize through the coordinating function of this Commission, the research facilities of all appropriate State agencies. The Commission has availed itself of such facilities to great advantage.

It will be instructive to cite a number of instances in point. The State Tax Department supplied on many occasions authoritative interpretations of tax laws and comparative analyses of these statutes as applying to Connecticut and other states. The Public Utilities Commission provided corresponding services in reference to transportation and power rates. The Labor Department advised respecting wages, labor supply, and factory regulations. The office of the Attorney General advised as to corporate laws and judicial decisions affecting special inducements to manufacturing enterprises. The Insurance Department furnished information on insurance costs applying to industry in the State. The Departments of Education and Health cooperated in a joint sponsorship of the annual research conference held in New Haven. The Water Commission on many occasions supplied information on the very important factor of water supply for industrial use in the State.

To these cooperating State agencies should be added the Department of Agriculture, the Highway Department, the Motor Vehicle Department, the State Library and many others. Federal bureaus, departments and commissions were helpful, particularly the National Resources Planning Board. In its research work the Commission is very grateful to many organized private groups including the New England Council, the Connecticut Technical Council, the Manufacturers' Association of Connecticut, the Connecticut Chamber of Commerce, the State Association of Commercial Secretaries, County Manufacturers' Associations and local Chambers of Commerce.

This generous disposition to collaborate in our research program has been a source of great satisfaction to the members of the Commission and its staff. This effective cooperation experienced during the initial period of its research activities supports the conviction that the future holds promise for much greater results in this field of endeavor.

It is largely due to this cooperation and to the fact that research has been limited primarily to the requirements of specific development problems, as these have arisen, that substantial results of a practical nature have been accomplished within a short space of time and within the very small appropriation allocated for the purpose.

CONCLUSION

In summarizing the work to date, the Commission has conscientiously sought to interpret wisely and effectuate promptly the intent of the Legislature which established it. While aiming at a clearly defined long-range objective, it has applied itself energetically to the job which appeared to be of immediate practical importance. It has instituted a thoroughly practical development plan and has created an experienced and competent staff to implement it.

It has already achieved useful objectives and is well on the road toward much greater results. In common with the experience of other state development commissions, it is not possible to measure in monetary terms the net value of its labors. An impartial estimate of benefits already derived is believed to support the view that intrinsically these far exceed their cost to the taxpayer.

Before concluding this report, it is desired once more to emphasize a point previously made. In the early Summer of 1938, the people of Connecticut were laboring under the effects of a protracted major depression. It was to aid in solving some of the economic problems growing out of that depression that this Commission was created.

The commencement of the present world conflict set in motion forces which have so greatly changed the economic status quo that the picture now presented is far more serious than that which faced the Commission at the time of its appointment. The problems which in the first instance called for a State Development Commission, greatly inten-

sified by the war emergency in which we now find ourselves, still press for solution. The situation demands the greatest effort on the part of all agencies of the State if Connecticut's material and moral resources are to be conserved, coordinated and made properly effective for the great task now confronting the State and the Nation. To this joint effort the Commission is resolved to make the fullest possible contribution.

STATISTICAL SUMMARY

July 1, 1939—November 30, 1940

1.	Number of employees	12
2.	Miles traveled by staff members on official business:	
	automobile	36,167
	train	9,906
	other	192
3.	Telephone calls in and out	18,607
4.	Business calls at office of Commission	3,097
5.	Office calls made by members of staff	3,069
6.	Mail inquiries received	22,288
7.	Individual letters written	10,537
8.	Circular letters prepared	115
9.	Circular letters mailed	24,768
10.	Circulars prepared	65
11.	Circulars mailed	9,570
12.	Bulletins or booklets prepared	58
13.	Copies of bulletins or booklets mailed or distributed	301,316
14.	Vacant industrial properties listed	302
15.	Occupied industrial plant facilities listed	1,318
16.	Number of industrial prospects sent specific information	587
17.	Number of industrial properties recommended (including duplicate mention of same property)	1,363
18.	Number of towns aided in community planning	7
19.	County industrial and town maps supplied	45
20.	Press articles prepared	455
21.	Radio programs arranged or conducted	66
	Number of stations participating	805
22.	Commission meetings held	16
	Average attendance	13
23.	Other meetings arranged or attended	237
	Total attendance at such meetings	30,025
24.	Speaking assignments filled (not included in item 23)	94
	Total attendance at such meetings	7,505

NOTE: Where actual figures for entire period were unavailable, conservative estimates have been used.

STATEMENT OF

APPROPRIATIONS AND EXPENDITURES

	Appropriation 1939-1940	*Expended 1939-1940*	*Appropriation 1940-1941*
Administration			
Personal Services	$15,100.00	$14,370.98	$32,135.00[3]
Contractual Services	$20,700.00[1]	$20,454.66	$21,455.00[4]
Supplies and Materials	$ 3,900.00	$ 3,465.35	$ 2,990.00[5]
Equipment	$ 300.00	$ 291.99	$ 300.00
Resources and Trends Study	$ 3,000.00[2]	$ 2,999.57	$ 2,000.00[2]
Total	$43,000.00	$41,582.55	$58,880.00

	1939-1940	*July 1, 1940 to November 30, 1940*
Self Raised Funds		
Total	$277.98	$135.35

[1]Includes $10,000 from Governor's Contingent Fund for advertising.

[2]From Governor's Contingent Fund.

[3]Includes $8,855 from Governor's Contingent Fund for aeronautical industrial and ordnance development work.

[4]Includes $15,000 for advertising and $2,035 for aeronautical industrial and ordnance development work from Governor's Contingent Fund.

[5]Includes $990 from Governor's Contingent Fund for aeronautical industrial and ordnance development work.

THE PERSONNEL OF THE COMMISSION

	Term Expires
Charles E. Rolfe, Assistant to the President, Southern New England Telephone Co., New Haven, Chairman	July 1, 1944
Francis S. Murphy, General Manager, The Hartford Times, Hartford	July 1, 1944
Theodore H. Beard, Vice-President, Dictaphone Corporation, Bridgeport	July 1, 1944
A. E. Payson, President, American Thermos Bottle Company, Norwich	July 1, 1943
Joseph R. Neill, President, Watertown Manufacturing Company, Watertown	July 1, 1943
Paul V. Hayden, Power Engineer, Connecticut Light & Power Company, Willimantic	July 1, 1942
Francis C. Luce, Vice-President and General Manager, Cyril Johnson Woolen Mills, Stafford Springs	July 1, 1942
John J. Egan, Secretary-Treasurer, Connecticut Federation of Labor, Bridgeport	July 1, 1941
C. Marsden Bacon, Farmer, Westfield District, Middletown	July 1, 1941
Willard B. Rogers, President and General Manager, The Bond Hotels, Hartford	July 1, 1940*
Charles E. Smith, Vice-President, New Haven Railroad, New Haven	July 1, 1940*

THE COMMISSION STAFF

Managing Director—
Sidney A. Edwards, Portland

Director of Research, Planning and Industrial Development—
Kenneth P. Gregg, New Haven

Director of Publicity and Recreation—
Richard B. Walsh, Southington

Research Supervisor—
Elmer R. Coburn, Waterbury

Field Representative—
Stephen P. Hackley, Stratford

Procurement Agent—
Thomas P. Ashton, Waterbury

Statistical Clerk—
Clarence W. Bacon, New Britain

Office Manager—
Gladys R. Mitchell, West Hartford

Editorial Assistant—
Arline B. Boucher, Hartford

Stenographers—
Thelma V. Kitson, New Britain
Jane C. Kendrick, Windsor
Elizabeth M. Ryan, Hartford

*On June 7 and June 12, 1940, respectively, Governor Baldwin reappointed both Mr. Rogers and Mr. Smith for five-year terms.

PURPOSES, POLICIES, AND CODE OF RULES

of the

CONNECTICUT DEVELOPMENT COMMISSION

ARTICLE I

Purposes

Purposes

Section 1. The purpose of the Commission, as defined in the Act of Establishment, shall be: "To encourage and aid in the development of Industry, Agriculture, and Residential and Recreational Facilities within the State."

ARTICLE II

Membership

How Constituted

Section 1. "The Commission shall be composed of eleven members who shall be appointed by the Governor on or before July 1, 1939, and who shall represent the various business and and economic interests in the State and shall always include at least one resident from each county in the State and one representative of labor. The members shall hold office for five years, except that in the original appointments two members shall be designated to serve for one, two, three and four years respectively, and three members for five years. The Governor shall, annually, designate one member of the committee to be Chairman. On or before July 1, 1940, and annually thereafter, the Governor shall appoint successors to the members whose terms expire in such year. The Governor shall fill any vacancies that may occur for the unexpired portion of the term and he may remove any Commissioner as provided in Section 15d of the 1937 Supplement to the General Statutes."

State Agencies to Assist

Section 2.

A. "The Commission shall have authority to call in the responsible executive head of any State department, board or commission in consultation for the purpose of advising and cooperating in the preparation and coordination of plans of said Commission."

B. "Each officer, board, commission or department of the State government shall assist said Development Commission in the performance of its duties, and the Commission shall have access to all available information collected by any State agency."

ARTICLE III

Duties of Commission

Research; Promotional; Development

Section 1. The Commission shall:

A. "Study and investigate conditions affecting Connecticut industry, business, commerce, agriculture, recreational and residential facilities and promote and encourage the preservation, expansion and development of such industry, business, commerce, agriculture, recreational and residential facilities within and without the State."

B. "Promote and encourage the location and development of new industry, business, commerce, agriculture, recreational and residential facilities in the State."

C. "Collect, compile and disseminate information relative to the natural and economic resources of the State."

D. "Cooperate with promotional and research groups and associations, with agencies of the State and its political subdivisions and with agencies of the Federal government and other States, in the execution of its duties."

E. "Make a written report of its activities to the Governor annually on or before the fifteenth day of December and such other special reports as the Governor may request from time to time."

ARTICLE IV

Major Administrative Policies

General Policies

Section 1. The following general policies shall govern the Commission in determining the scope of the program, and in fixing the pattern and function of organization. They are subject to revision or supplement as occasion may require.

Policies in Relation to the State and the Public

Section 2. The Commission shall coordinate State and Federal agencies in support of a broad cooperative program designed to effectually develop the resources of the State.

Publicity

Section 3. It shall be the policy of the Commission to institute a program of publicity which will command the interest and support of the public in objective and program.

Policies in Relation to Industry, Commerce, Labor, Business, Agriculture, Recreation

Section 4. The Commission shall exert every effort to promote the welfare of existing industrial and commercial enterprises, and the location of new business establishments within the State. Diversification of industry is to be encouraged.

Section 5. The importance of markets and the extent and trends of consumer demand shall be stressed as providing a most valuable and constructive approach to sound development of State resources.

Section 6. Connecticut labor, skilled and unskilled, and its potentialities is a major resource of the State, and shall have careful consideration by the Commission in the formulation of policy and program.

Section 7. While profiting by the experience of other States, the Commission recognizes the definite necessity for an original approach to the problems of development as applying directly to the resources of Connecticut.

Contingency of War Conditions

Section 8. The Commission recognizes the danger to orderly and permanent development of resources implied in abnormal conditions incident to a war economy. Its policies shall be guided by a determination to mitigate, so far as possible, the maladjustments to be anticipated from a distorted war-time demand, should such occur, and to aid in the process of orderly readjustment at the conclusion of a peace.

Policies in Relation to Other Agencies

Section 9. No function of a developmental, promotional, or research character shall be undertaken by the Commission which may be performed as well or better by other State departments or commissions, or by other cooperating units. The extent of the Commission's activity in such cases shall be limited to efforts designed to promote the maximum cooperation of all agencies with the individual unit in furthering the main objectives of the development program.

Conflicts—Commission Will Aid in Composing

Section 10. In the event of competition between communities or other economic groups in the development of State resources, the Commission, within the limits of its legislated powers, shall make its services available, upon request, in composing such conflicts in the interests of the State.

Conflicts with Other States

Section 11. The Commission shall not seek to influence the relocation of industries in Connecticut by means of special inducements. It shall be the policy to work in harmony with other states in promoting industrial development.

Commission Opposed to Interstate Barriers

Section 12. The Commission is aware of the seriousness of a trend toward the institution of curbs upon interstate trade by numerous states. It shall exert its influence against such trade barriers.

Research Procedure

Section 13. The range of useful subjects for intensive research is so extensive that practical considerations of economy and efficiency demand, in the early stages of the program, that research objectives be limited to the immediate and specific needs of the Commission. The procedure shall be to conduct research into each specific development problem as it arises, building the research organization around these studies, and gradually extending such facilities to meet the expanding needs of the Commission.

Research Program—Its Division

Section 14. The research program of the Commission shall be organized under two heads:

1. **Promotional Research**: To discover specific opportunities for the profitable exploitation of resources in line with the ultimate purpose of the Commission, and the most productive channels of approach to these opportunities. This function, in essence, shall be research to develop sales potentialities of State resources.

2. **Economic Research**: To explore, analyze and appraise the resources of the State, and the economy of these, for the purpose of supplying the Commission with a sound and comprehensive inventory of resources available for development. Studies shall be made which shall be in the nature of clinical diagnoses aimed to uncover the most promising opportunities for development and ascertain conditions or trends which may call for remedial measures.

2. A. **Statistical Bureau**: An efficient statistical bureau, which ultimately may be developed into a comprehensive Bureau of Economic Research, shall be established and maintained to supply complete and authoritative factual data appropriate for the use of the Commission. The facilities of this bureau shall be available for the use of other agencies of the State government and may be made available to cooperating agencies or individuals under conditions prescribed by the Commission.

ARTICLE V

Meetings

Regular Meetings

Section 1. Regular meetings of the Commission shall be held on the second Thursday of each month at 4:00 P.M. at Hartford.

Special Meetings

Section 2. Special meetings of the Commission may be called at any time by the Chairman and shall be called on petition of three of the membership.

Annual Meetings

Section 3. The annual meeting of the Commission shall be held at the offices of same on the second Thursday of December of each year.

Notices of Meetings

Section 4. Notices of both regular and special meetings shall be sent by the Secretary to each member of the Commission and at least five days before such meetings.

Quorum

Section 5. A quorum shall consist of seven members of the Commission, and a vote of the majority of those present shall decide all questions.

ARTICLE VI

Officers

Officers

Section 1. The officers of the Commission shall be Chairman, Vice-Chairman, Secretary.

Officers—How Qualified

Section 2.

(a) **Chairman.** The Governor shall, annually, designate one member of the Commission to be Chairman.

(b) **Vice-Chairman.** The Chairman shall, annually, and subject to ratification by the Commission, designate one member of the Commission to be Vice-Chairman.

(c) **Secretary.** The Commission, with the approval of the Governor, shall appoint a Secretary who shall also be the Managing Director. He shall serve at the pleasure of the Commission.

Duties of Officers

Section 3.

(a) **Chairman.** The Chairman shall preside at all meetings of the Board and of the Executive Committee; he shall present to the Commission an anual report of his work; and shall supply the Governor of the State with a conspectus of progress at regular intervals. He shall appoint all members of committees, and be an ex-officio member of same with deciding vote in case of tie. He shall perform all other duties generally incident to the office.

(b) **Vice-Chairman.** The Vice-Chairman shall perform the duties of the Chairman in his absence, or inability to serve, subject to the provisions of the organic act of the Commission.

(c) **Secretary.** The Secretary shall conduct the general correspondence of the Commission; shall issue notices of all meetings of the Commission, of the Executive Committee, and all other committees five days in advance of their date; shall attend and keep the minutes of all meetings of the Commission, Executive Committee and all other committees; shall perform all such duties as are incident to the office. In the absence of the Secretary, or his inability to serve, the Chairman shall appoint a member of the Commission, or the Director of Research and Planning, to act for the Secretary.

ARTICLE VII

Committees

Appointment

Section 1. The Chairman, at the time of the organization of the Commission, or at such other times as he may deem proper, shall appoint the following committees whose duties shall be herein prescribed.

(a) The committees shall be as follows;

1. Executive Committee
2. Standing Committees
3. Special Committees

Executive Committee

Section 2.

(a) The Chairman shall appoint the following standing comthree members, which shall include the Chairman and Vice-Chairman.

(b) The Executive Committee shall have power to pass upon matters relating to the Commission, within its accepted policies, which may require immediate action before the regular monthly

meeting of the Commission: such action shall be reported in writing at the next regular meeting of the Commission, and will then be subject to ratification.

Standing Committees

Section 3.

(a) The chairman shall appoint the following standing committees:

1. Planning and Research Committee
2. Budget and Finance Committee
3. Promotion and Publicity Committee

(b) **Planning and Research Committee.** The Planning and Research Committee shall focus attention upon the planning of organization and program, and upon the research functions of the Commission. It will advise and otherwise aid the Chairman, the Managing Director, and the Director of Research and Planning in all matters of importance relating to policy and operation of the Research and Planning Division of the Commission.

(c) **Budget and Finance Committee.** The Budget and Finance Committee shall study the financial needs of the Commission, and recommend the yearly budget. It will review each month the financial statement of the Managing Director and ascertain that the current budget is in control. It will suggest any changes in financial policy, and will assist in devising methods of raising funds from private sources should the Commission approve this policy.

(d) **The Promotion and Publicity Committee.** The Promotion and Publicity Committee shall be constantly in touch with the promotional work of the Commission, and further the effective functioning of these activities. It shall keep the work and aims of the Commission constantly before the public, stimulating popular support of the objectives of the program.

Special Committees

Section 4. The Chairman shall appoint such Special Committees as and when he may consider these necessary in developing the program of the Commission.

Meetings of Standing and Special Committees

Section 5. Meetings of any Standing or Special Committee may be called by the Chairman of the Committee or by the Chairman of the Commission, and a majority of the members present shall constitute a quorum.

ARTICLE VIII

Order of Business

Order of Business

Section 1. The order of business shall include:

Meeting called to order by Chairman
Roll Call
Report of Chairman
Secretary's Report
  Reading of minutes of previous meeting
  Communications
Reports of standing committees in order
Managing Director's report
Report of Director of Research and Planning
Report of Director of Publicity
Unfinished business
New Business
Amendment
Adjournment

ARTICLE IX

Fiscal Year

Fiscal Year

The fiscal year of the Commission shall extend from July 1st to the ensuing June 30th.

ARTICLE X

Seal

The seal of the Commission shall consist of

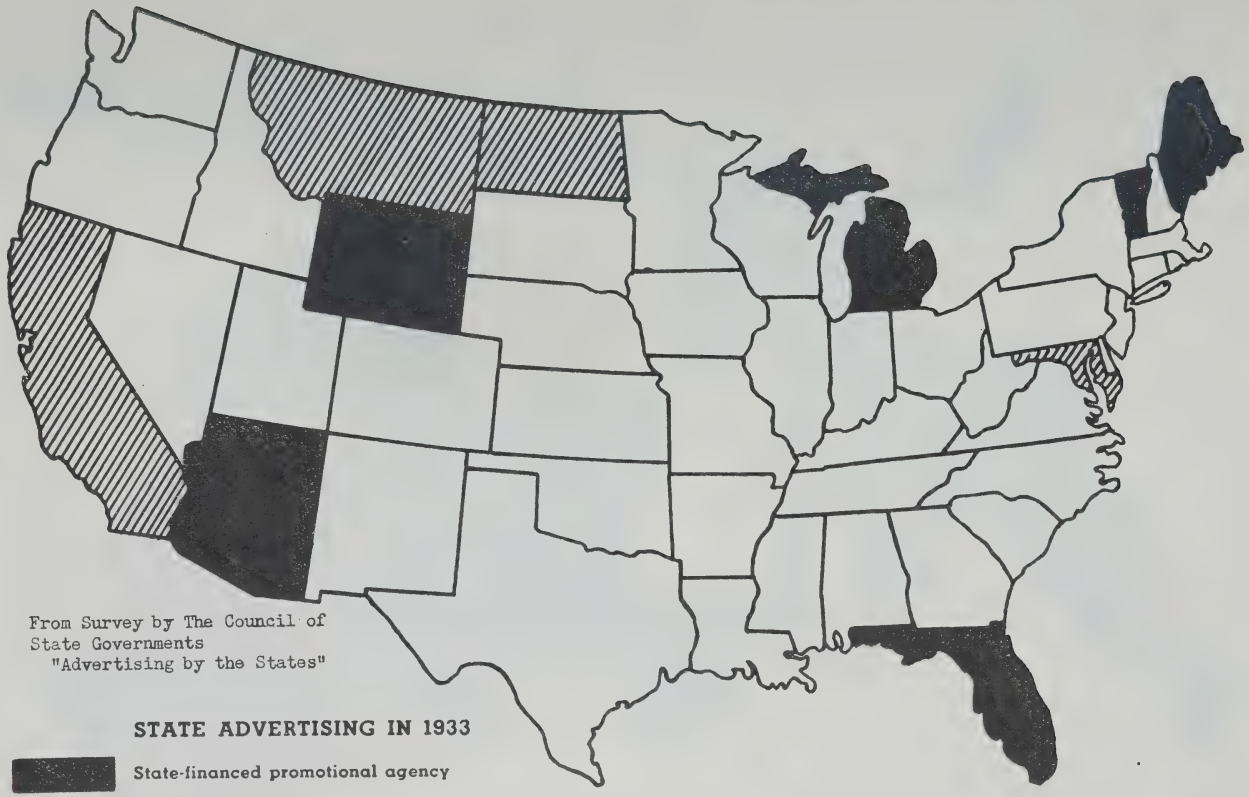
State of Connecticut
(Amorial Bearings of State of Connecticut)
Development Commission

ARTICLE XI

Amendment

The rules contained in Robert's Manual of Parliamentary Rules shall govern in all cases wherein they do not conflict with the rules of the Commission.

(Adopted December 14, 1939)


From Survey by The Council of
State Governments
"Advertising by the States"
STATE ADVERTISING IN 1933
State-financed promotional agency
Statewide privately or municipally financed promotional agency or agencies

From Survey by The Council of
State Governments
"Advertising by the States"
STATE ADVERTISING IN 1939
State-financed promotional agency
Statewide privately or municipally financed agency or agencies

From Survey by The Council of State Governments "Advertising by the States"

NOTE: The term "advertising" as here used refers to a wide range of development activities and not exclusively to advertising in the strict sense.

ADVERTISING COMMISSIONS IN THE STATES

State	*Name of Agency*	*Date Established*	*Status*
Alabama	State Planning Commission	1939	Independent agency
	State Bureau of Publicity and Information	1937	In Highway Dept.
Arizona	Division of Publications and Travel	1925	In Highway Dept.
	Arizona Resources Board[1]	1919	Independent agency
Arkansas	Agricultural and Industrial Commission	1937	Independent agency
	Publicity Advisory Commission	1937	Independent agency
California	([2])	.....	.....
Colorado	State Planning Commission[3]	1935	Independent agency
	Bureau of Information and Publicity[1]	1937	Independent agency
Connecticut	Connecticut Development Commission	1939	Independent agency
Delaware	.....	.....	.....
Florida	Bureau of Immigration	1925	In Dept. of Agriculture
	Florida Citrus Commission	1935	Independent agency
Georgia	.....	.....	.....
Idaho	Idaho Advertising Commission	1937	In Dept. of Agriculture
Illinois	Illinois Development Council	1939	In Dept. of Finance
Indiana	Division of State Publicity	1939	In Dept. Commerce & Indus.
Iowa	.....	.....	.....
Kansas	Industrial Development Commission	1939	Independent agency
Kentucky	Division of Publicity	1936	In Conservation Dept.
Louisiana	Department of Commerce and Industry	1936	Independent agency
Maine	Maine Development Commission	1927	Independent agency
Maryland	Publicity Commission of Maryland	1939	Independent agency
	Maryland Development Bureau[4]	1930	Non-governmental
	Tourist Development Bureau[4]	1936	Non-governmental
Massachusetts	Development and Industrial Commission	1937	Independent agency
Michigan	Administrative Board[3]	1929[5]	Independent agency
Minnesota	Minnesota Tourist Bureau	1933	In Conservation Dept.
Mississippi	State Advertising Commission	1936	Independent agency
	Mississippi Industrial Commission	1936	Independent agency
Missouri	.....	.....	.....
Montana	State Highway Commission[3]	1936[5]	Independent agency
	Montanans Inc.	1931	Non-governmental
Nebraska	Nebraska Advertising Commission[1]	1939	Independent agency
Nevada	Department of Highways[3]	1936[5]	Independent agency
New Hampshire	State Planning and Development Commisson	1935	Independent agency
New Jersey	New Jersey Council	1937	In Bd. Commerce & Naviga.
New Mexico	State Tourist Bureau	1935	In Highway Dept.
New York	Bureau of State Publicity	1935	In Conservation Dept.
	Bureau of Milk Publicity	1934	In Dept. Agri. & Markets
North Carolina	North Carolina Advertising Division	1937	In Conservation Dept.
North Dakota	Greater North Dakota Association	1925	Non-governmental
Ohio	Development and Publicity Commission	1939	Independent agency
Oklahoma	([6])	.....	.....
Oregon	Travel and Information Department	1935	In Highway Dept.
Pennsylvania	Department of Commerce[7]	1939	Independent agency
Rhode Island	Industrial Commission	1939	Independent agency
	Office of the Secretary of State[3]	1936[5]	Independent agency
South Carolina	.....	.....	.....
South Dakota	State Highway Department[3]	1939[5]	Independent agency
	Public Relations Bureau	1939	In Dept. Agriculture
Tennessee	Division of State Information	1937	In Conservation Dept.
Texas	.....	.....	.....
Utah	State Road Commission[3]	1938[5]	Independent agency
Vermont	Publicity Service	1933	In Dept. Conser. & Develop.
Virginia	Division of Publicity and Advertising	1934	In Conservation Com'n.
Washington	Washington State Progress Commission	1937	Independent agency
West Virginia	State Publicity Commission	1939	Independent agency
Wisconsin	Recreational Publicity Commission	1936	In Conservation Dept.
	Department of Agriculture	1935	Independent agency
Wyoming	Department of Commerce and Industry	1927	Independent agency

[1] Inactive at present time. See text for state.
[2] Advertised by municipalities, private organizations, and associations of producers. No state money is spent for publicity purposes.
[3] Advertising not primary activity of department.
[4] Part of Baltimore Association of Commerce.
[5] Date indicates time at which agency undertook promotional activities.
[6] Statute of 1937 establishing promotional agency repealed by 1939 session of Legislature.
[7] Supersedes Pennsylvania Publicity Commission, established 1937.

From Survey by The Council of State Governments "Advertising by the States"

FUNDS AVAILABLE AND INDUCEMENTS OFFERED

State	Appropriation	Fiscal Period	Tax Source	Industrial Encouragements: Tax Concess.[1]	Industrial Encouragements: Plant Facil.	Industrial Encouragements: Other
Alabama	$200,000	1939–43	Lub. Oil Tax Fund	★	....	....
	10,000	1940	Gas & license taxes	....	....	....
Arizona	75,000	1940	Gasoline taxes	....	....	....
	.....	.....	.....	....	....	....
Arkansas	35,100	1939–41	General Fund	★	★	★
	79,000	1939–41	General Fund	....	....	....
California	.....	.....	.....	....	....	....
Colorado	35,000[2]	1939–41	General Fund	....	....	....
	.....	.....	.....	....	....	....
Connecticut	60,000	1939–41	General Fund	....	....	....
Delaware	.....	.....	.....	★	....	....
Florida	75,000	([4])	General Inspection Fund	★	....	....
	750,000[3]	1940	Excise on citrus fruits	....	....	....
Georgia	.....	.....	.....	★	....	....
Idaho	65,000[3]	1940	Excise on potatoes & onions	....	....	....
Illinois	250,000	1939–41	General Fund	....	★	....
Indiana	50,000	1939–41	General Fund	....	....	....
Iowa	.....	.....	.....	....	....	....
Kansas	120,000	1939–41	General Fund	....	....	....
Kentucky	40,000	1938–40	General Fund	★	....	....
Louisiana	250,000	1938–40	General Fund	★	★	....
Maine	585,000[3]	1939–41	Gen. Fund & tax on potatoes	....	....	....
Maryland	42,000	1939–41	General Fund	★	....	....
	5,000	1940	General Fund	....	....	....
	20,000	1940	Local revenue	....	....	....
Massachusetts	83,900	1940	General Fund	★	★	....
Michigan	250,000	1939–41	General Fund	★	....	★
Minnesota	100,000	1939–41	General Fund	....	....	....
Mississippi	100,000	1938–40	General Fund	★	....	....
	50,000	1938–40	General Fund	....	....	....
Missouri	.....	.....	.....	★	....	....
Montana	10,000	1939	Gasoline Taxes	....	....	....
	50,000[3]	1940	Private Funds	....	....	....
Nebraska	50,000[5]	1939–41	Surplus insp. fees	....	....	....
Nevada	7,500[3]	1940	Highway Dept. Budget	★	★	....
New Hampshire	98,414	1940	General Fund	....	★	....
New Jersey	100,000	1940	General Fund	....	★	....
New Mexico	135,000	1940	Gasoline taxes	....	....	....
New York	200,000	1940	General Fund	....	....	....
	300,000	1940	Tax on milk[6]	....	....	....
North Carolina	200,000	1939–41	General Fund	....	....	....
North Dakota	50,000	1940	Private Funds	....	....	....
Ohio	20,000	1939–41	General Fund	★	....	....
Oklahoma	.....	.....	.....	★	....	....
Oregon	100,000	1940	Gas & other taxes	....	....	....
Pennsylvania	788,000[2]	1939–41	General Fund	([7])	★	★
Rhode Island	10,000	1940	General Fund	★	★	....
	12,500	1940	General Fund	....	....	....
South Carolina	.....	.....	.....	★	....	....
South Dakota	35,000	1940	General and Highway Funds	....	....	....
	10,000	1939–41	General Fund	....	....	....
Tennessee	100,000	1939–41	General Fund	★	★	★
Texas	.....	.....	.....	....	....	....
Utah	20,000	1940	Gas & license taxes	....	....	....
Vermont	90,000	1939–41	General Fund	★	....	....
Virginia	137,000	1938–40	General Fund	★	....	....
Washington	332,500	1939–41	General Fund	....	....	....
West Virginia	50,000	1939–41	General Fund	....	....	....
Wisconsin	131,960	1939–41	General Fund	....	....	....
	142,500	1939–41	General Fund	....	....	....
Wyoming	32,500	1940	General Fund	★	....	....

[1] Includes local as well as state concessions.
[2] Other activities also financed from this sum. See text for state.
[3] Approximately. See text for state.
[4] Continuous appropriation.
[5] Money not available at present. See text for state.
[6] Money is appropriated from General Fund of state, General Fund reimbursed from revenue from excise tax on milk. See text for state.
[7] Communities may make compromise settlement on delinquent taxes. See text for state.

From Survey by The Council of State Governments "Advertising by the States"

PURPOSE OF CAMPAIGNS AND ADVERTISING MEDIA

State	Publicity Designed to Attract					Advertising Media					
	Industry	Agriculture	Tourists	Residents	Other	Magazine	Newspaper	Direct Mail[1]	Movies	Radio	Billboards
Alabama	★	....	★	....	....	★	★	....	....	★	....
	....	....	★	....	....	....	....	★	....	....	....
Arizona	....	....	★	....	....	★[2]	....	★	....	....	....
	★	....	....	....	....	....	....	....	....	....	....
Arkansas	★	★	....	....	★	....	....	★	....	....	....
	★	....	★	....	....	★	★	★	....	★	....
California	....	....	....	....	....	....	....	....	....	....	....
Colorado	★	....	★	....	....	....	....	★	★	....	....
	★	....	★	....	....	....	....	....	....	....	....
Connecticut	★	★	★	....	....	★	★	★	....	....	....
Delaware	....	....	....	....	....	....	....	....	....	....	....
Florida	★	★	★	★	....	★	....	★	....	....	....
	....	★	....	....	....	★	★	....	....	....	★
Georgia	....	....	....	....	....	....	....	....	....	....	....
Idaho	....	★	....	....	....	★	★	....	....	....	....
Illinois	★	★	★	★	....	....	....	....	....	....	....
Indiana	★	★	★	★	★	★	★	★	....	★	....
Iowa	....	....	....	....	....	....	....	....	....	....	....
Kansas	★	★	★	....	★	★	★	★	★	★	....
Kentucky	★	....	★	....	....	★[2]	....	★	....	....	....
Louisiana	★	....	★	....	....	★	★	★	....	....	....
Maine	★	★	★	....	....	★	★	....	....	★	....
Maryland	★	....	★	....	....	....	....	★	★	....	....
	★	★	....	....	....	....	....	★	....	....	....
	....	....	★	....	....	....	....	★	★	....	....
Massachusetts	★	★	★	....	....	★	★	★	....	★	....
Michigan	....	★	★	....	....	★	★	★	★	★	....
Minnesota	....	....	★	....	....	★	★	★	★	★	....
Mississippi	★	★	★	....	....	★	★	★	....	....	....
	★	....	....	....	....	....	....	....	....	....	....
Missouri	....	....	....	....	....	....	....	....	....	....	....
Montana	....	....	★	....	....	....	....	★	....	....	....
	....	....	★	....	....	★	★	★	....	★	....
Nebraska	....	....	....	....	....	....	....	....	....	....	....
Nevada	★	....	★	....	....	★[2]	....	★	....	....	....
New Hampshire	★	★	★	....	★	★[2]	★	★	★	....	....
New Jersey	★	★	★	★	★	★	★	★	....	....	....
New Mexico	....	....	★	....	....	★	★	★	....	....	....
New York	★	....	★	....	★	★	★	....	....	★	....
	....	★	....	....	....	★	★	....	....	★	....
North Carolina	★	....	★	....	★	★	★	★	....	....	....
North Dakota	★	★	★	★	★	★	★	★	★	★	....
Ohio	★	★	....	....	....	....	....	....	....	....	....
Oklahoma	....	....	....	....	....	....	....	....	....	....	....
Oregon	....	....	★	....	....	★	★	★	★	....	....
Pennsylvania	★	★	★	....	★	★	★	★	★	....	....
Rhode Island	★	....	....	....	★	....	....	★	....	....	★
	....	....	★	....	....	★	★	★	....	....	....
South Carolina	....	....	....	....	....	....	....	....	....	....	....
South Dakota	★	★	★	....	....	....	★	★	....	★	....
	....	★	★	★	....	....	....	★	....	★	....
Tennessee	★	★	★	....	★	★	★	★	....	....	....
Texas	....	....	....	....	....	....	....	....	....	....	....
Utah	....	....	★	....	....	★	★	★	....	....	....
Vermont	★	★	★	★	....	★	★	★	★	....	....
Virginia	★	....	★	....	....	★	★	....	★	....	....
Washington	★	....	★	....	★	★	....	★	....	....	★
West Virginia	★	★	★	....	....	★	....	....	....	....	....
Wisconsin	....	....	★	....	....	★	★	★	★	....	....
	....	★	....	....	....	....	★	★	....	....	....
Wyoming	★	....	★	....	....	★	★	★	★	....	....

[1] Includes answers to inquiries and general distribution of literature as well as actual maintenance of a direct mail list. See text for individual state for details.

[2] Publicity agency publishes a magazine of its own.

ACT CREATING THE
CONNECTICUT DEVELOPMENT COMMISSION

From 1939 Supplement to the General Statutes, Chapter 121b

Sec. 798e. **Members.** There is created a commission to be known as the "Connecticut Development Commission." The commission shall be composed of eleven members who shall be appointed by the governor on or before July 1, 1939, and who shall represent the various business and economic interests in the state and shall always include at least one resident from each county in the state and one representative of labor. The members shall hold office for five years, except that in the original appointments two members shall be designated to serve for one, two, three and four years, respectively, and three members for five years. The governor shall, annually, designate one member of the committee to be chairman. On or before July 1, 1940, and annually thereafter, the governor shall appoint successors to the members whose terms expire in such year. The governor shall fill any vacancies that may occur for the unexpired portion of the term and he may remove any commissioner as provided in section 13e. The commission shall have authority to call in the responsible executive head of any state department, board or commission in consultation for the purpose of advising and cooperating in the preparation and coordination of plans of said commission.

Sec. 799e. **Expenses.** Director. The members of said commission shall receive no compensation for their services thereon except as hereinafter provided, but their necessary and actual traveling expenses incurred in the performance of their official duties shall be paid by the state. The commission shall appoint, with the approval of the governor, a director who shall be experienced in industrial operation, development and research, and who shall also serve as secretary to said commission. In the selection of a director, preference shall be given to a person who shall have been a resident of the state for at least two years. He shall serve at the pleasure of the commission. Said Director shall have general charge of the development and research program and shall perform such other duties as the commission shall prescribe and shall direct all other activities of the commission. He shall devote his entire time to the duties of his office and shall be paid such salary as may be determined by the commission subject to the approval of the commissioner of finance and control. Subject to the provisions of chapter 105a, said director shall appoint such assistants, experts, technicians and clerical staff as the commission may deem necessary for the efficient conduct of its work.

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Sec. 800e. **Duties.** The commission shall (a) study and investigate conditions affecting Connecticut industry, business, commerce, agriculture, recreational and residential facilities and promote and encourage the preservation, expansion and development of such industry, business, commerce, agriculture, recreational and residential facilities within and without the state; (b) promote and encourage the location and development of new industry, business, commerce, agriculture, recreational and residential facilities in the state; (c) collect, compile and disseminate information relative to the natural and economic resources of the state; (d) cooperate with promotional and research groups and associations, with agencies of the state and its political subdivisions and with agencies of the Federal government and other states, in the execution of its duties. Each officer, board, commission or department of the state government shall assist said development commission in the performance of its duties, and the commission shall have access to all available information collected by any state agency.

Sec. 801e. **Regulations.** Within fifteen days after it has been appointed by the governor, said commission shall meet and formulate plans for carrying out the provisions of this chapter, and meetings of the commission shall be held at least once a month and at such other times as the chairman shall deem necessary. The commission is empowered to adopt rules and regulations for puttting into effect the provisions of this chapter, which rules and regulations shall not be inconsistent with the provisions hereof. The commission shall make a written report of its activities to the governor annually on or before the fifteenth day of December and such other special reports as the governor may request from time to time.

Sec. 802e. **Receipts.** The commission is authorized to receive, and, upon order of its chairman, to pay over to the state treasurer, any moneys from any source, including contributions made for the purposes of said commission by individuals, corporations or associations, or any amounts from the sale of any printed matter or other material. Such receipts when so turned over to the state treasurer shall become part of the general fund of the state; and the commission is authorized, upon the order of its chairman and subject to the approval of the comptroller, to expend for its purposes such receipts. The commission is further empowered to enter into a contract or contracts from time to time for the purposes of this chapter, such obligations to be met from any appropriation or other funds made available to it, as herein provided.

Sec. 803e. **Appointment.** The provisions of section 798e relating to the appointment of members of said commission in the year 1939 shall take effect May 31, 1939.